

Acquisition & Logistics Functional Business Strategy

*“Deliver Better Value to the taxpayer and Warfighter by
Improving the Way the Department does Business”*

February 2013

USD AT&L

Key Sections of the A&L Functional Business Strategy

- Acquisition and Logistics Function Overview
 - Mission
 - Vision
 - Strategic Priorities
 - Business Requirements
- Acquisition & Logistics Functional Business Strategy Alignment
- Functional Initiatives and Outcomes Linked to Strategic Management Plan (SMP) Goals
- Function and Capabilities Map to E2E
- Challenges, Risks and Interdependencies
- Appendices A & B Mandatory Enterprise Standards and Systems
- Appendices C & D Business Enterprise Architecture (BEA) Content

Acquisition and Logistics Overview

Mission

Our mission is to provide globally responsive, operationally precise, and cost-effective acquisition and logistics support for the projection and sustainment of future joint forces conducting a wide range of missions outlined in the new defense strategy, Sustaining U.S. Global Leadership: Priorities for 21st Century Defense (Acquire...Deliver...Repair...Sustain).

Vision

We will acquire and provide the highest quality products, analysis, advice and oversight on all DoD Acquisition and Logistics matters to support national defense.

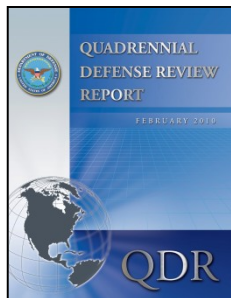
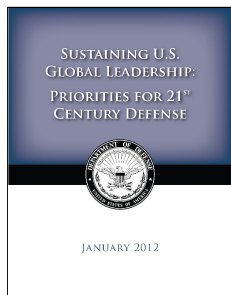
Strategic Priorities

- 1.Supporting forces who are engaged in overseas contingency operations.
- 2.Achieving affordable programs.
- 3.Improving efficiency.
- 4.Strengthening the industrial base.
- 5.Strengthening the acquisition workforce.
- 6.Protecting the future.

Business Mission Area Requirements/Needs

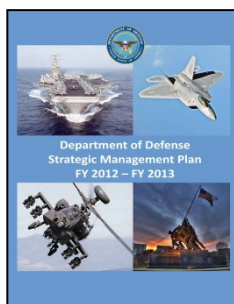
- Improve the quality and integrity of acquisition and logistics business information in systems of record.
- Strengthen internal controls over processes that are relied upon for acquisition and logistics reporting.
- Increase the level of data and process standardization.
- Reduce the amount of manual intervention and rework; achieve electronic transaction efficiencies.
- Achieve asset and financial auditability.
- Reduce Acquisition and Logistics cost of operations while maintaining warfighter support.

Acquisition and Logistics Functional Business Strategy Linked to Guidance



Goal #3: Prepare to defeat adversaries and succeed in a wide range of contingencies

Goal #5: Reform the business and support functions of the Defense enterprise



Business Goal #2: Strengthen DoD financial management to respond to warfighter needs and sustain public confidence through auditable financial statements

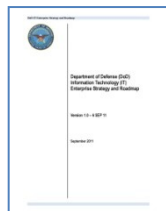
Business Goal #4: Increase the buying power of the DoD acquisition system and processes spanning requirements determination, development, procurement, and support to ensure that the force structure is modernized, re-capitalized, and sustained within available resources

Business Goal #6: Re-engineer/use end-to-end business processes to reduce transaction times, drive down costs, and improve service

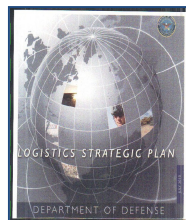
Business Goal #7: Create agile business operations that plan for and sustain contingency missions



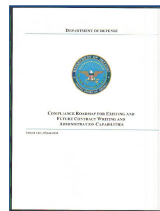
*USD AT&L
Better
Buying
Power 2.0
Memo*



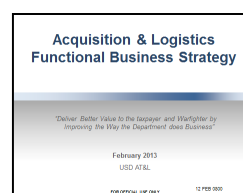
*IT and
Enterprise
Strategy
and
Roadmap*



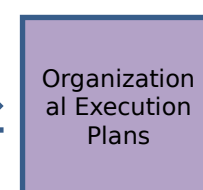
*Logistics
Strategic
Plan*



*Compliance Roadmap
for Existing and Future
Contract Writing and
Administration
Capabilities*



*Drive Acquisition
and Logistics
Business Strategy*



*Execute
Acquisition and
Logistics
Business
Strategy*

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Contract Execution Initiatives to Achieve End State

		2013	2014	2015	2016	2017
STRATEGIC INITIATIVES Enhancing Transparency & Traceability within eCommerce		Key measurable, impactful outcomes: Integrated Purchase Card E2E				
		<ul style="list-style-type: none"> • Army Deploying PCOLS • DISA Hosting 	<ul style="list-style-type: none"> • Army Deployment Complete • Navy Assessment Complete • DAU integration with PCOLS 	<ul style="list-style-type: none"> • EMALL Integration 	<ul style="list-style-type: none"> • Other "Mall" Integration 	
		Requirements <ul style="list-style-type: none"> • USD AT&L establishes PRDS timeline & scorecard • SFIS, SLOA, PDS, PRDS integration • Initiate PRDS implementation 	<ul style="list-style-type: none"> • Update data standards • Implementation continues 	<ul style="list-style-type: none"> • Update data standards • Implementation continues 	<ul style="list-style-type: none"> • Update data standards • Implementation continues 	<ul style="list-style-type: none"> • Update data standards • Implementation continues
		Contracts <ul style="list-style-type: none"> • Deploy conformance engine for contract mods • Publish data & business rules for financial systems to consume contract data • Implement PDS v2.4 for Real Property • Clause Logic Service in production 	<ul style="list-style-type: none"> • Update data standard for Telecom 	<ul style="list-style-type: none"> • FOC for Clause Logic Service • Update data standards 	<ul style="list-style-type: none"> • Update data standards 	<ul style="list-style-type: none"> • Sunset SPS/PD2
		Government Furnished Property <ul style="list-style-type: none"> • Published Standard Operating Procedure • IUID Registry updated for GFP reports • E2E testing with accountable property Systems 	<ul style="list-style-type: none"> • Deployment & End-to-End Integration 	<ul style="list-style-type: none"> • Deployment & End-to-End Integration 	<ul style="list-style-type: none"> • Deployment & End-to-End Integration 	<ul style="list-style-type: none"> • Deployment & End-to-End Integration

Acquisition Initiatives to Achieve End State

		2013	2014	2015	2016	2017
		Key measurable, impactful outcomes:				
STRATEGIC INITIATIVES	Process & System Improvements					
	Vehicle Fleet Mgmt Info System • Define standard minimum requirements for FMIS		• Incorporate FMIS standard into BEA	• # systems performing FMIS function • # FMIS systems w/ clean controls audit	• # systems performing FMIS function • % compliance of FMIS functions to standard • # FMIS systems w/ clean controls audit	• # systems performing FMIS function • % compliance of FMIS function to standard • # FMIS systems w/ clean controls audit
	Accountable Property Systems of Record • Improve audit trail of capital assets		• Incorporate interface guidance into BEA	• # APSR systems • # systems w/ unqualified system control audit	• # APSR compliant w/ BEA • # APSR w/ unqualified control audit • # APSR w/ SSAE 16 (if appropriate)	• # APSR compliant w/ BEA • # APSR w/ unqualified control audit • # APSR w/ SSAE 16 (if appropriate)
	Enterprise Visibility • % total equipment available to enterprise view		• % total equipment available to enterprise view • % impact to readiness reporting	• % total equipment available to enterprise view • % impact to readiness reporting	• % total equipment available to enterprise view • % impact to readiness reporting	• % total equipment available to enterprise view • % impact to readiness reporting

Delivers Measurable Outcomes Over the Next Five Years

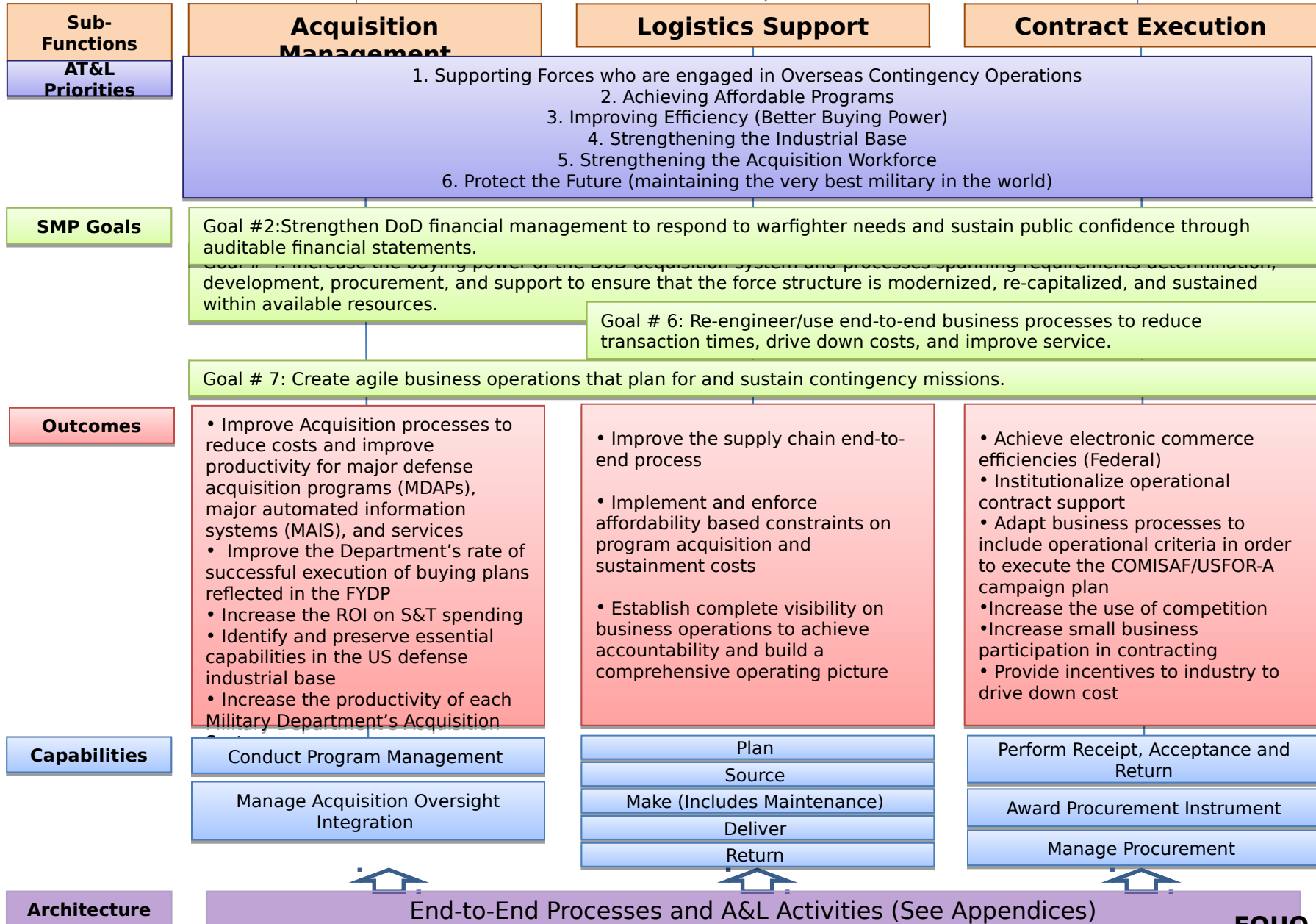
Logistics Initiatives to Achieve End State

		2013	2014	2015	2016	2017
STRATEGIC INITIATIVES Process Improvements		Key measurable, impactful outcomes:				
		Asset Tracking & In-Transit Visibility <ul style="list-style-type: none"> Finalize AV/ITV strategy AV/IGC consolidation for single source of visibility of assets and materiel movement data Continue IUID marking of legacy assets. Implement IUID indicator code in Federal Catalog Master Data capability. 	<ul style="list-style-type: none"> Migrate active RFID tags to ISO 18000-7 Continue IUID marking of legacy assets 	<ul style="list-style-type: none"> Continue IUID marking of legacy assets 	<ul style="list-style-type: none"> Implement IUID functionality in Army LMP. Continue IUID marking of legacy assets 	<ul style="list-style-type: none"> Implement IUID functionality in Army LMP. Continue IUID marking of legacy assets.
		Comprehensive Inventory Management Plan (CIMIP) <ul style="list-style-type: none"> On-Hand Excess reduced below 10% of total secondary item inventory On-Order Excess reduced below 6.3% of total on-order secondary item inventory 	<ul style="list-style-type: none"> On-Hand Excess reduced below 10% of total secondary item inventory On-Order Excess reduced below 6% of total on-order secondary item inventory 	<ul style="list-style-type: none"> On-Hand Excess reduced below 9% of total secondary item inventory On-Order Excess reduced below 5% of total on-order secondary item inventory 	<ul style="list-style-type: none"> On-Hand Excess reduced below 8% of total secondary item inventory On-Order Excess reduced below 4% of total on-order secondary item inventory 	<ul style="list-style-type: none"> On-Hand Excess maintained below 8% of total secondary item inventory On-Order Excess maintained below 4% of total on-order secondary item inventory
		Strategic Network Optimization (SNO) <ul style="list-style-type: none"> Establish Phase I conops for transportation improvements Source from 5 strategic distribution depots Reduce CONUS/OCONUS transportation costs Maximize use of distribution channels 	<ul style="list-style-type: none"> Begin Phase I implementation to achieve \$342M in savings across POM15 Begin Phase II planning for inventory optimization Expand visibility and accessibility of inventory to satisfy world-wide demand 	<ul style="list-style-type: none"> Begin implementation of Phase II Begin Phase III planning for infrastructure reductions and related savings Reduce distribution infrastructure footprint 	<ul style="list-style-type: none"> Implement Phase II and Phase III Assess and refine optimized distribution network 	<ul style="list-style-type: none"> Implement Phase II and III Assess and refine optimized distribution network

Delivers Measurable Outcomes Over the Next Five Years

Acquisition & Logistics Functional Business Strategy

Acquisition & Logistics



Strategic Management Plan (FY12-FY13)

BEA 10.0

Outcomes Link to SMP Goals

(Acquisition)

SMP Business Goal	Functional Strategic Initiative	Outcomes	Performance Measures	Technology Implications
<p>2 Strengthen DoD financial management to respond to warfighter needs and sustain public confidence through auditable financial statements</p>	<p>USD Memo dated Nov 2, 2009, Priorities for Improving Financial Information and Achieving Audit Readiness requiring Existence and Completeness</p>	<p>Improve asset visibility, financial and readiness reporting.</p>	<p>Establish records in less than 5 business days from acceptance/delivery for 100% of accountable equipment</p>	<p>Capture all accountable property in an accountable property system of record and interface with financial and readiness reporting systems</p>

Outcomes Link to SMP Goals

(Acquisition and Logistics)

SMP Business Goal	Functional Strategic Initiative	Outcomes	Performance Measures	Technology Implications
4 Increase the buying power of the DoD acquisition system and processes spanning requirements determination, development, procurement, support and disposal to ensure that the Department's force structure is modernized, recapitalized, and sustained within available resources	Defense Supply Agency General Order 31 - Create Defense Property Disposal Service - now called DLA Disposition Services	Improve property analyses to include increased utilization of existing equipment by demonstrating a 5% decrease of excess accountable equipment items from disposed items in CY2012 via DLA Disposition Services	Track the number of assets reutilized each year	Accountable Property Systems of Record must interface with Reutilization systems to provide efficient and accurate reporting of excess assets
	AT&L 2: Achieving Affordable Programs	*Implement and enforce affordability based constraints on program acquisition and sustainment costs	*Mandate affordability as a requirement. Establish an affordability target as a Key Performance Parameter equivalent for all	None

* SMP Resources

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Outcomes Link to SMP Goals

(Acquisition and Contracting)

SMP Business Goal	Functional Strategic Initiative	Outcomes	Performance Measures	Technology Implications
4 Increase the buying power of the DoD acquisition system and processes spanning requirements determination, development, procurement, support and disposal to ensure that the Department's force structure is modernized, recapitalized, and sustained within available resources	AT&L 2: Achieving affordable programs AT&L 6: Protecting the future	*Provide incentives to industry to drive down cost	*Include the incentive strategy behind the fee strategy in all acquisition strategies for all ACAT ID programs tying incentives to production and sustainment cost control	None
			*Increase the percentage of all efforts using Fixed Price Incentive Firm Target (FPIF) contracts that are moving from development to production and low rate to full rate production over the previous	None

* SMP resources

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Outcomes Link to SMP Goals

(Acquisition and Contracting)

SMP Business Goal	Functional Strategic Initiative	Outcomes	Performance Measures	Technology Implications
<p>4 Increase the buying power of the DoD acquisition system and processes spanning requirements determination, development, procurement, support and disposal to ensure that the Department's force structure is modernized, recapitalized, and sustained within available resources</p>	<p>AT&L 2: Achieving affordable programs</p> <p>AT&L 3: Improving efficiency</p> <p>AT&L 5: Strengthening the acquisition workforce</p> <p>AT&L 6: Protecting the future</p>	<p>*Improve acquisition processes to reduce costs and improve productivity for major defense acquisition programs (MDAPs), major automated information systems (MAIS), and services</p>	<p>*Drive productivity by establishing "Should Cost" targets as management tools for all ACAT I programs</p> <p>*Ensure service contracts that exceed \$1B contain contract provisions to achieve productivity improvements and cost efficiencies throughout the contract term</p> <p>*Make production rates economical and hold them stable (5%</p>	<p>None</p>

* SMP Resources

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Outcomes Link to SMP Goals

(Acquisition, Contracting and Logistics)

SMP Business Goal	Functional Strategic Initiative	Outcomes	Performance Measures	Technology Implications
4 Increase the buying power of the DoD acquisition system and processes spanning requirements determination, development, procurement, support and disposal to ensure that the Department's force structure is modernized, recapitalized, and sustained within available resources	AT&L 2: Achieving affordable programs AT&L 4: Strengthening the industrial base AT&L 6: Protecting the future	*Increase the use of competition	*Percentage of contract obligations that are competitively awarded (67% in FY13) - report available in FPDS.gov	Components are required to utilize FPDS.gov
		*Increase the ROI on Science & Technology Spending	*Competitive strategy to be provided as part of each ACAT program's milestone acquisition strategy	None
		*Identify and preserve essential capabilities in the	*Percent of completing demonstration programs transitioning each year (30% in FY13)	None
		*SMP	*Reduce redundant efforts and establish best practices	None

Outcomes Link to SMP Goals

(Acquisition)

SMP Business Goal	Functional Strategic Initiative	Outcomes	Performance Measures	Technology Implications
<p>4 Increase the buying power of the DoD acquisition system and processes spanning requirements determination, development, procurement, support and disposal to ensure that the Department's force structure is modernized, recapitalized, and sustained within available resources</p>	<p>AT&L 3: Improving efficiency.</p> <p>AT&L 5: Strengthening the acquisition workforce.</p>	<p>Improve performance of each Component's Acquisition System</p>	<p>Reduction in unintended program cost and schedule growth</p>	<p>Component acquisition systems fully interoperable with AV/DAMIR, including providing timely, accurate, and consistent data in an automated and structured manner</p> <p>Component acquisition systems providing documents for all DAB, milestone, and other major acquisition review to AIR within 7 days of meetings</p> <p>Links workforce</p>
			<p>Program affordability constraints and technical requirements met</p>	
			<p>Optimization of Institutional and workforce effects on acquisition performance</p>	

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Outcomes Link to SMP Goals

(Contracting)

SMP Business Goal	Functional Strategic Initiative	Outcomes	Performance Measures	Technology Implications
4 Increase the buying power of the DoD acquisition system and processes spanning requirements determination, development, procurement, support and disposal to ensure that the Department's force structure is modernized, recapitalized, and sustained within	AT&L 4: Strengthening the industrial base	*Increase the use of competition	Percentage of contracting obligations awarded competitively receiving more than one offer, as reported to FPDS. (show significant improvement in FY13) - report available in FPDS.gov	Components are required to utilize FPDS.gov
			Percentage of contracting obligations supporting declared contingencies awarded using competitive procedures, as reported to FPDS. (achieve improvement in FY13) - report available in FPDS.gov	Components are required to utilize FPDS.gov

* SMP

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Outcomes Link to SMP Goals

(Contracting)

SMP Business Goal	Functional Strategic Initiative	Outcomes	Performance Measures	Technology Implications
<p>4 Increase the buying power of the DoD acquisition system and processes spanning requirements determination, development, procurement, support and disposal to ensure that the Department's force structure is modernized, recapitalized, and sustained within available</p>	<p>AT&L 4: Strengthening the industrial base</p>	<p>Increase small business participation in contracting</p>	<p>Percent of contract obligations awarded to small business as reported to the Federal Procurement Data System (FPDS) (SBA annual goal for DoD is approximately 22%) - report available in FPDS.gov</p>	<p>Components are required to utilize FPDS.gov</p>
			<p>Percent of subcontract obligations awarded to small businesses, as reported to the Electronic Subcontracting Reporting System (eSRS) (SBA annual goal for DoD is approximately 31%) report available in FPDS.gov</p>	<p>Components are required to utilize eSRS.gov</p>

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Outcomes Link to SMP Goals

(Contracting)

SMP Business Goal	Functional Strategic Initiative	Outcomes	Performance Measures	Technology Implications
<p>6 Re-engineer/use end-to-end business processes to reduce transaction times, drive down costs, and improve service</p>	<p>AT&L 2: Achieving affordable programs</p> <p>AT&L 3: Improving efficiency</p> <p>AT&L 6: Protecting the future</p>	<p>Achieve electronic commerce efficiencies</p>	<p>Percent of acceptances & invoices accomplished electronically (show 10% significant improvement in FY13 over FY12)</p>	<p>WAWF – establish scorecards by Q3FY13</p>
			<p>Percent of contracts distributed in procurement data standard format. Achieve a 75% Procurement Data Standard (PDS) posted rate at Electronic Document Access (EDA) for all contract actions by Q4FY13.</p>	<p>Contract Writing Systems (CWS) must comply with PDS v2.4 by end of CY 2013</p>
				<p>CWS Implementation plans for PDS v2.4 due Feb 2013</p>

Outcomes Link to SMP Goals

(Acquisition and Logistics)

SMP Business Goal	Functional Strategic Initiative	Outcomes	Performance Measures	Technology Implications
6 Re-engineer/use end-to-end business processes to reduce transaction times, drive down costs, and improve service	AT&L 3: Improving efficiency	<p>Increase use of data existing in other systems to increase accuracy, timeliness and visibility of accountable assets</p> <p>Achieve an accurate audit trail of accountable assets, to include Capital Assets, from acceptance/delivery to disposal</p>	Increase to 100% the Accountable Property Systems of Record which electronically send and receive data for equipment lifecycle events from acceptance through disposal, including relevant financial data	Accountable Property Systems of Record (APSR) must interface with Acquisition systems (i.e. WAWF) to permit receipt of new assets, other APSR to permit passing of assets being transferred and readiness systems to permit accurate command decisions and improve audit readiness

Outcomes Link to SMP Goals

(Logistics and Contracting)

SMP Business Goal	Functional Strategic Initiative	Outcomes	Performance Measures	Technology Implications
<p>6 Re-engineer/use end-to-end business processes to reduce transaction times, drive down costs, and improve service</p>	<p>AT&L 3: Improving efficiency</p> <p>AT&L 6: Protecting the future</p>	<p>*Improve the supply chain end-to-end process (through Asset Tracking & In-Transit Visibility**, Comprehensive Inventory Management Plan**, Strategic Network Optimization** and PRDS)</p>	<p>*Army Customer Wait Time (goal is 15.0 days for FY13)</p>	<p>Purchase request generating (sending) & Contract writing (consuming) systems will need to comply with PRDS by 1 Oct 2013</p>
			<p>*Navy Customer Wait Time (goal is 15 days for FY13)</p>	
			<p>*Air Force Customer Wait Time (goal is 7.5 days for FY13)</p>	
			<p>On-Hand Excess (reduced below 10% of total secondary item inventory in FY13)</p>	
			<p>On-Order Excess (reduced below 6.3% of total on-order secondary item inventory in FY13)</p>	

* SMP

** See slide 7 for details FY13 -

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Establish Purchase

Outcomes Link to SMP Goals

(Contracting and Logistics)

SMP Business Goal	Functional Strategic Initiative	Outcomes	Performance Measures	Technology Implications
7 Create agile business operations that plan for and sustain contingency missions	AT&L 1: Supporting forces who are engaged in overseas contingency operations AT&L 3: Improving efficiency	*Institutionalize operational contract support	*Percent of geographic Combatant Command plans that have been reviewed/analyzed for Overseas Contingency Support Equities	None
			*Percent of contracts and contractor population properly registered in the Synchronized Pre-Deployment and Operational Tracker (SPOT)	Provide accountability of deployed contractors in SPOT (GFM DI)
		*Adapt business processes to include operational criteria in order to	*Percentage of Afghan host nation vendors that are vetted and have past-	Joint Contingency Contracting System (JCCS) query

* SMP

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Outcomes Link to SMP Goals

(Acquisition and Logistics)

SMP Business Goal	Functional Strategic Initiative	Outcomes	Performance Measures	Technology Implications
7 Create agile business operations that plan for and sustain contingency missions	AT&L 2: Achieving affordable programs	Establish visibility of business operations to achieve accountability and build a comprehensive operating picture	Increase to 100% the accountable equipment visible at enterprise level in Components' Accountable Property Systems of Record	Accountable property systems of record to provide readiness report information and be accessible at an Enterprise Level to eliminate long data call lead times

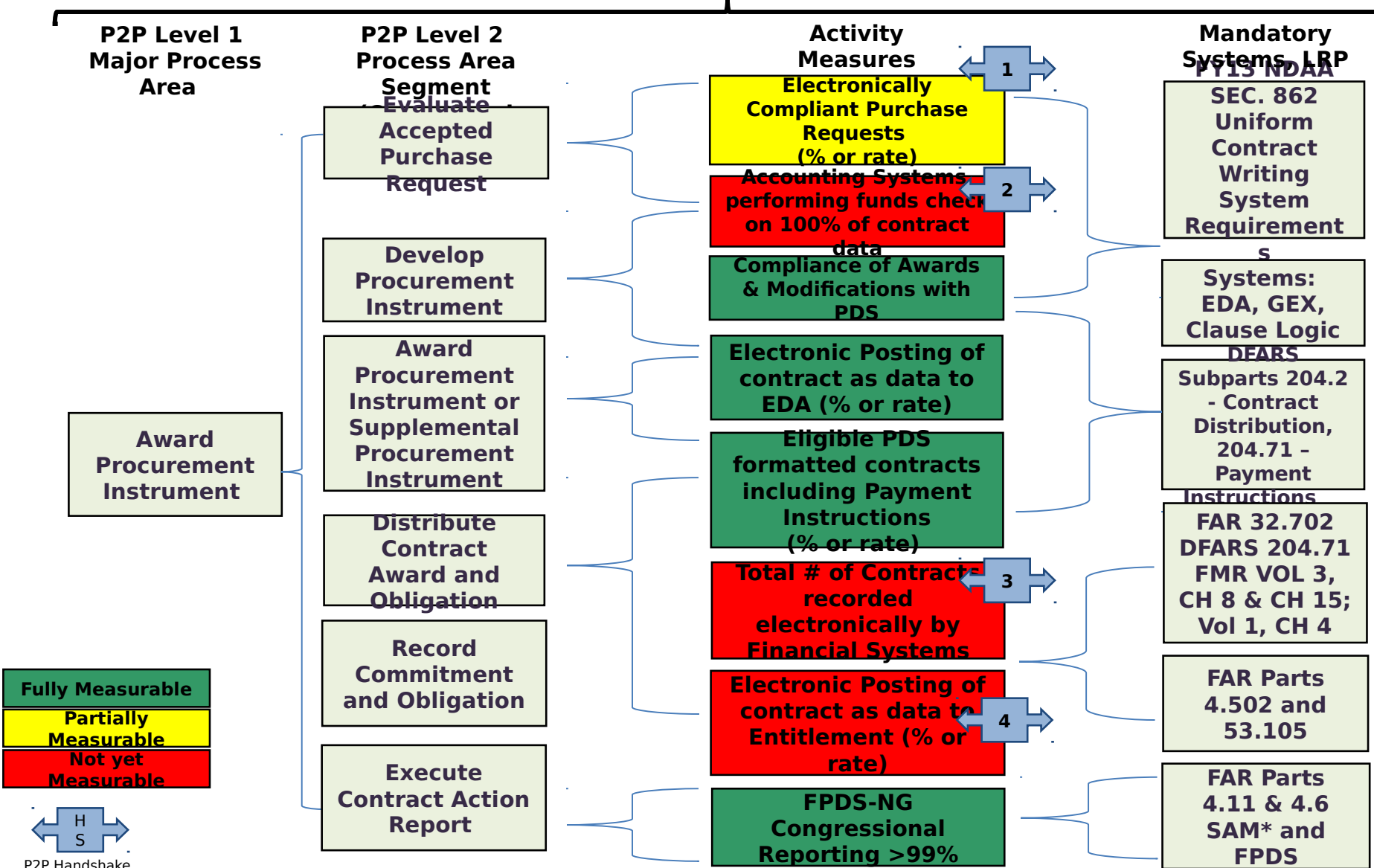
Other Functional Initiatives

Presidential Memorandum - Federal Vehicle Fleet Performance

Other Functional Initiatives	Rationale for Initiative	Outcomes	Performance Measures	Technology Implications
<p>In support of the Presidential Memorandum, All DoD Non-Tactical Vehicle (NTV) Fleets will conduct annual Vehicle Allocation Methodology criteria to determine optimal fleet inventories to meet missions, identifying excessive vehicles for removal and reducing petroleum</p>	<p>Presidential Memorandum --Federal Fleet Performance dated 24 May 2011</p>	<p>By December 31, 2015, all DoD agencies have obtained mission optimal inventory and every new light duty vehicles leased or purchased must be alternative fueled vehicles.</p>	<p>Number of alternative fuel vehicles procured per year.</p> <p>Percent vehicle inventory reduction per year.</p> <p>Percent reduction in petroleum consumption per year.</p>	<p>Common use of DoD Asset Management System as the Fleet Information System to interface with the GSA Federal Automotive Statistical Tool (FAST).</p>

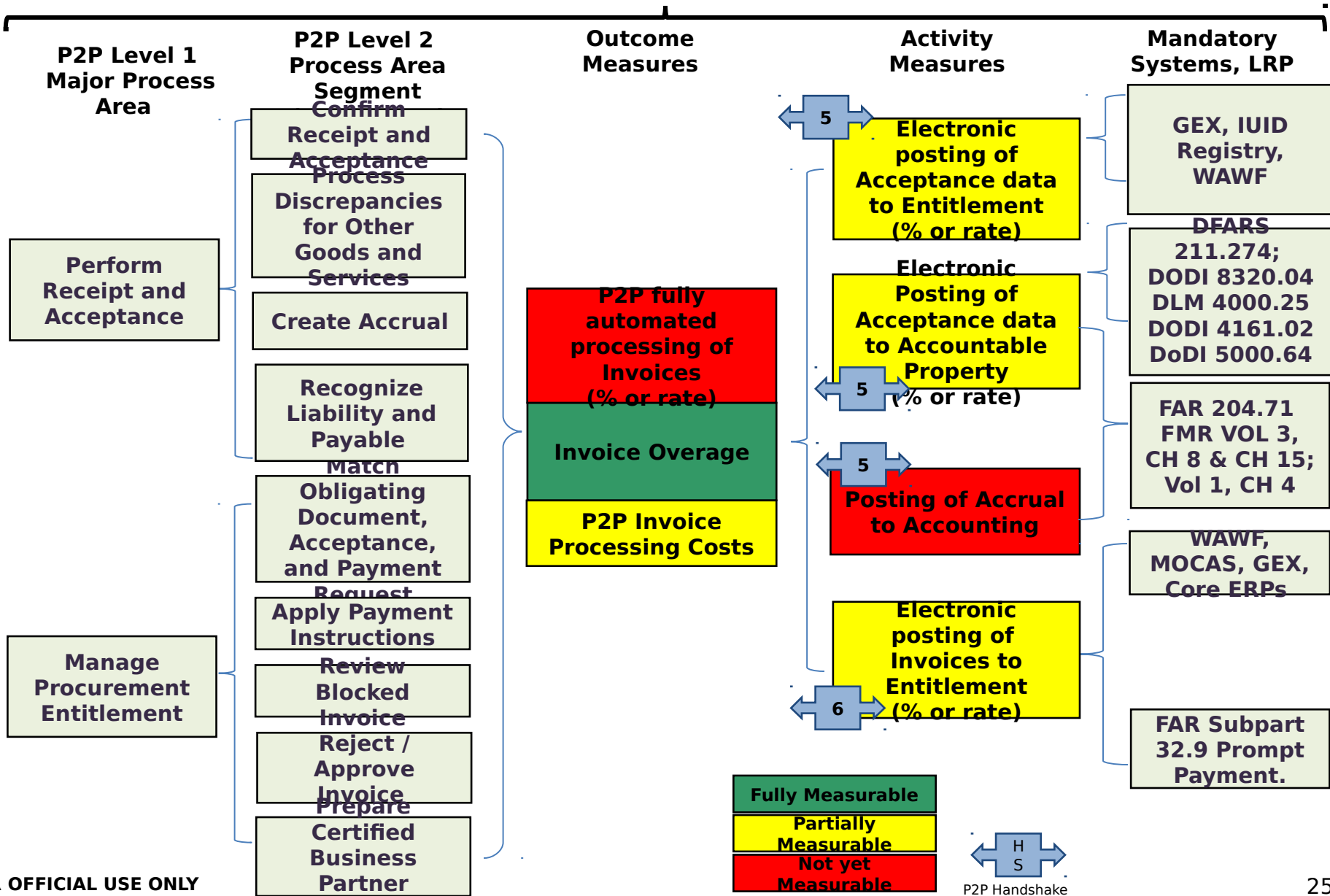
Acquisition Efforts

Procure to Pay Procurement Data Standard



* FAR/DFARS Cases in-progress to update references

Procure to Pay Electronic Commerce



Acquisition & Logistics Business Mission Area Requirements (BEA 10.0 and 11.0) (Contracts Execution)

BEA 10.0 *

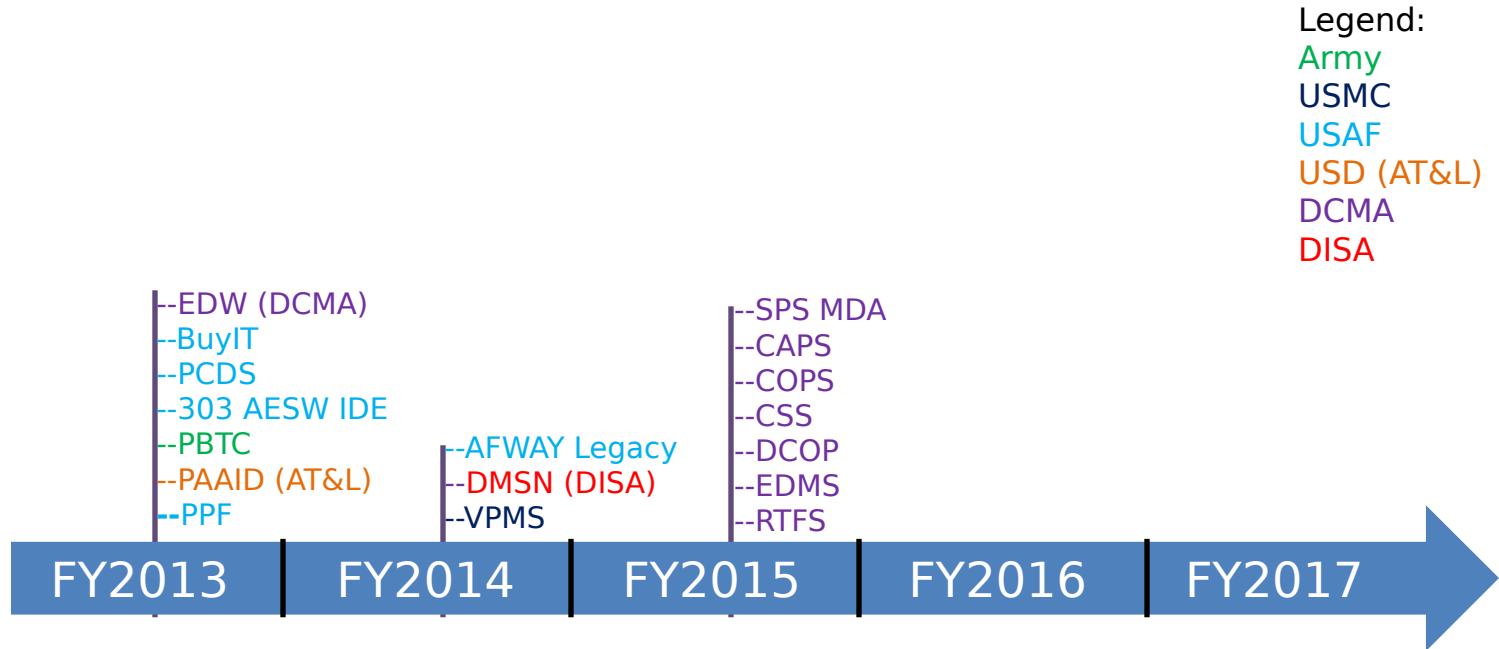
- 1.Reconciled level 2 detail for Create Purchase Requisition including PRDS & changes to PDS.
- 2.Decomposed level 2 for administer GFP and incorporate DLMS transactions (856S, RRR).
- 3.Incorporated Purchase Card Transactions (including convenience checks & SF-44).

BEA 11.0

- 1.Improve interoperability between business systems and provide better end-to-end traceability between budget and expenditure.
- 2.Streamline and consolidate miscellaneous payment procedures across the components to help DoD officials consistently manage, and maintain DoD's miscellaneous payments.
- 3.Standardize and streamline processes associated with the award and administration of grants, cooperative agreements, and other assistance.
- 4.Standardize and streamline processes associated with the award and administration of non-FAR based contracting vehicles (Other Transactions for Prototypes, Non-appropriated Funds, etc.).

* BEA 10.0 Requirements approved by DBC 12 December 2012.

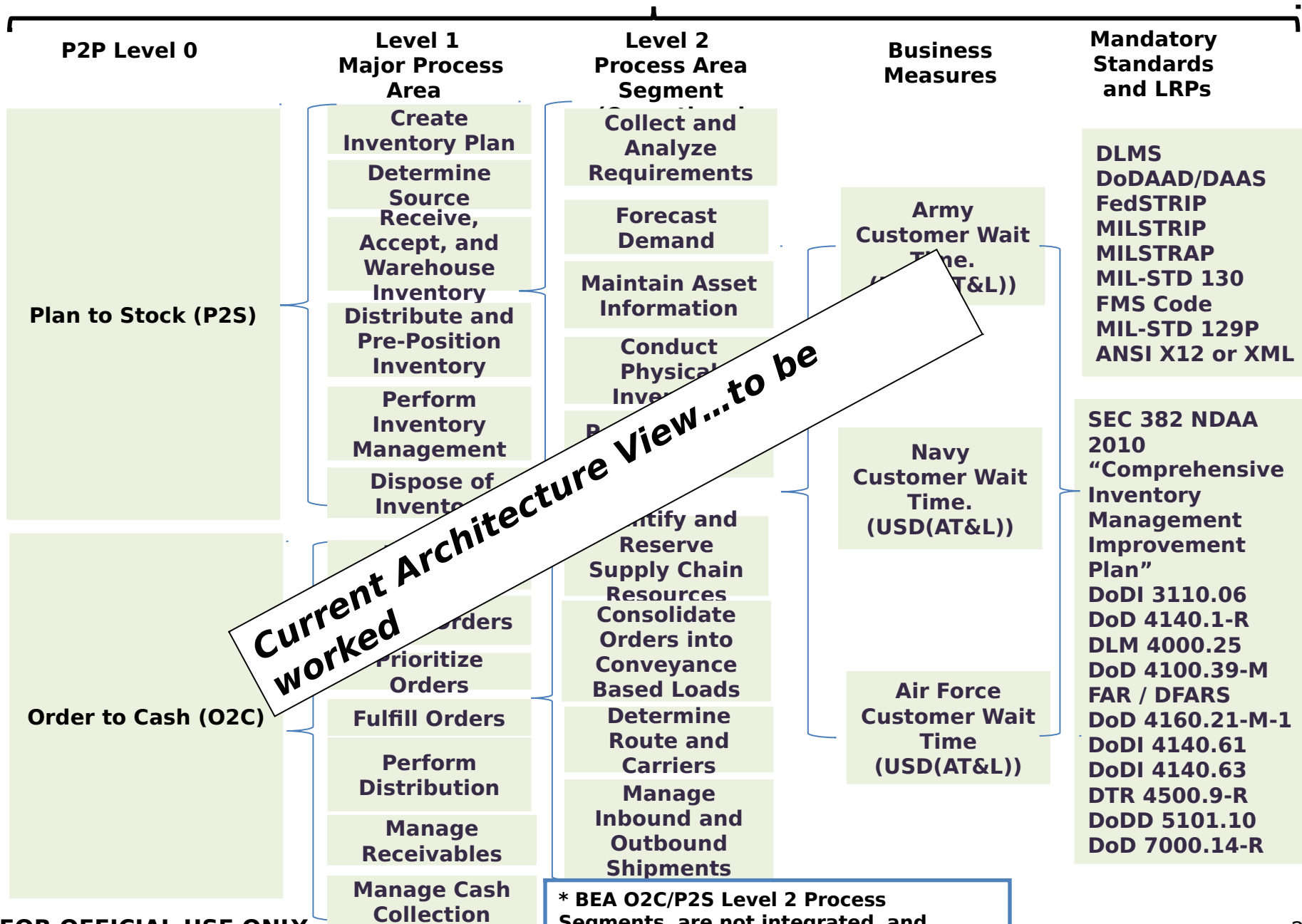
Planned Acquisition Systems Transition



Data Source: Systems in DITPR identified as “Legacy”

Logistics Efforts

Plan to Stock / Order to Cash



Current Architecture View...to be worked

* BEA O2C/P2S Level 2 Process Segments are not integrated and require additional process modeling

Plan to Stock (P2S) and Order to Cash (O2C) Architecture Efforts

(Logistics)

1. Plan to Stock (P2S) FY13:
 - Develop Executive level group charter
 - Confirm Component working level group members
 - Align processes to developed DoD Supply Chain Capabilities and Activities
 - Gain consensus on Enterprise DoD Plan-to-Stock Level 1 and 2 Processes

2. Order to Cash (O2C): Specific POA&M TBD (Target FY14)

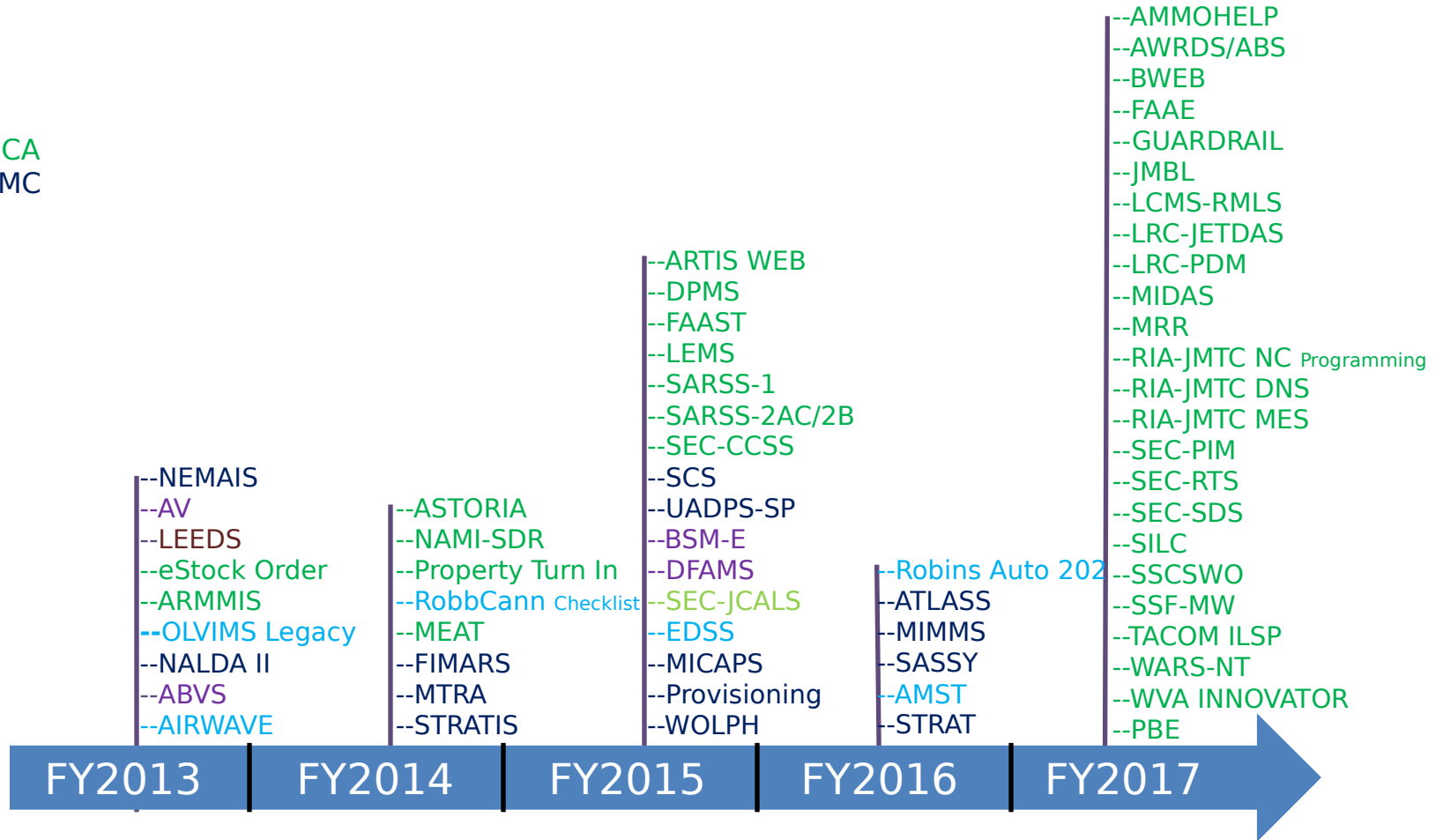
Acquisition & Logistics Business Mission Area Requirements (BEA 10.0 and 11.0) (Logistics)

1. BEA 10.0: Revised architecture to reflect logistics operations within DoD
 - Based on supply chain operations reference model...more than 240 capabilities and operational activities
 - Validated with Components and Joint Staff
 - Components to align logistics systems to capabilities and operational activities
 - Rationalization of systems to begin

2. BEA 11.0:
 - Revise architecture to embed BEA 10.0 capabilities and operational activities
 - Plan to Stock E2E development

Planned Logistics Systems Transition

Legend:
 Army/DECA
 Navy/USMC
 USAF
 DLA



Data Source: Systems in DITPR identified as “Legacy”

Mandatory Enterprise Standards and Systems

❑ Mandatory Enterprise Standards - Appendix A

Acquisition	4
Contracting	14
Logistics	12
External	21

- ❑ Acquisition, Contracting and Logistics Specific Standards
- ❑ External = DoD and Federal standards including CIO and FM

❑ Mandatory Enterprise Systems - Appendix B

Acquisition/Contracting	36
Logistics	6
External	14

Challenges and Risks

- ❑ Increased pressure from Congress to reduce the cost of operations in the context of a growing deficit and contracted economy.
- ❑ The dynamic nature of improving business processes and Information Technology solutions in business system efforts combine to make it difficult to consistently demonstrate progress.
- ❑ Adopting and complying with standards.
- ❑ Aligning end-to-end processes across multiple process owners.
- ❑ Identification and execution of opportunities to reduce total ownership costs across the portfolio of systems while delivering capabilities to the warfighter.
- ❑ Congressional pressure to expand transparency of business transactions while preserving operational security.
- ❑ Achieving CFO compliance in 2017.

Interdependencies

- ❑ Acquisition and Logistics Functional Business Strategy is dependent on:
 - Effective interaction and active engagement with the other functional owners/areas, i.e. Principal Staff Assistants (PSAs)
 - Alignment of the Organizational Execution Plans (OEPs) developed by the Components to the Acquisition and Logistics Business Functional Strategy
 - Adherence to enterprise standards expressed in the BEA and Laws, Regulations and Policies (LRPs)
 - Ability of the enterprise to identify and address the impact and interactions of the dependencies to maximize efficiencies
- ❑ Achieving auditability is dependent on successful implementation of the Acquisition and Logistics Functional Business Strategy and on compliant systems
 - Efficient and auditable integration of data
- ❑ Defense Business Systems used for Acquisition and Logistics will assist with achieving auditability by 2017

Appendix A

Mandatory Enterprise Standards

Mandatory Enterprise Standards

Standard	Used By (Dept/A/C/L)*	Sources / Additional Information	Required Date / Period
Acquisition			
Earned Value Mgmt	Dept	American National Standards Institute/Electronic Industries Alliance Standard 748, Earned Value Management Systems (ANSI/EIA-748)	Currently in use;
Accountability and Management of DoD-Owned Equipment and Other Accountable Property	Dept	DoD Instruction 500.64 - supports the lifecycle management of items to include the documentation of lifecycle events and transactions. Establishes policy, assigns responsibilities, and provides procedures for DoD-owned equipment and other accountable property.	Currently in use;
Acquisition Method Code (AMC)	A/C/L	A single digit numeric code, assigned by a DoD activity, to describe to the contracting officer and other Government personnel the results of a technical review of a part and its suitability for breakout.	Currently in use;
Acquisition Method Suffix Code (AMSC)	A/C/L	A single digit alpha code, assigned by a DoD activity, that provides the contracting officer and other Government personnel with engineering, manufacturing, and technical information.	Currently in use;
Contracting			
Procurement Data Standard & ANSI X12 EDI 850/860	Dept	The PDS is a system-agnostic data standard that is intended to be adopted and implemented DoD-wide for creation, translation, processing, and sharing of procurement actions. It defines the minimum requirements for contract writing system output to improve visibility and accuracy of contract-related data, to support interoperability of DoD acquisition systems and to standardize and streamline the procure-to-pay business process.	Currently in use; Contract Writing systems must comply with PDS v2.4 by end of CY2013.
Purchase Request Data Standard (PRDS)	Dept	The PRDS is a system-agnostic data standard that aims to align requirements throughout the procure-to-pay process, beginning with the purchase request and continuing through procurement, delivery, acceptance, and inventory management, which will enable greater data accuracy and more accurate order fulfillment. http://www.acq.osd.mil/dpap/pdi/eb/prds_data_standard.html	Purchase Request generating (sending) & Contract Writing (consuming) systems to comply by 1 October 2013.
Product Service Codes	C/L	Product Service codes are to describe products, services, and research and development (R&D)	Currently in use;
North American Industry Classification System (NAICS)	C	NAICS (maintained by the U.S. Census Bureau) is the standard used by Federal Agencies for classifying business establishments by industry.	Currently in use;
Small Business Size Standards	C	The SBA establishes & maintains the annual revenue and number of employee standards by which businesses are considered "Small" or "Other than Small" for Federal Procurement.	Currently in use;
NCAGE/CAGE	C/L	CAGE codes (and foreign NCAGE codes) are an ISO recognized globally unique identifier for contractor and government entities. Assignment and maintenance is accomplished under NATO prescribed processes. NATO delegates issuing authority to DUNS for CAGE codes issued to U.S.	Currently in use;
Data Universal Numbering System (DUNS)	C	DUNS numbers assigned and maintained by the Dun & Bradstreet company, and are globally unique vendor identifiers used for Federal contract reporting processes.	Currently in use;
Taxpayer Identification Number (TIN)	Dept	TIN are assigned by the IRS and are used to uniquely identify taxpayer organizations.	Currently in use;

* Dept - Department of Defense

A - Acquisition

C - Contracting

L - Logistics

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Mandatory Enterprise Standards

Standard	Used By (Dept/A/C/L)	Sources / Additional Information	Required Date / Period
		Contracting	
Funding Agency Code / Department Code	Dept	DoD Department Code: 17-Navy; 21-Army; 57-Air Force; 96-U.S. Corps of Engineers--(Civil); 97-all other DoD components	Currently in use;
Main Account Code	Dept	http://www.fms.treas.gov/fastbook/index.html	Currently in use;
Foreign Military Sales (FMS) Code	Dept	Code to identify FMS requirements.	Currently in use;
External Organization Unique Identifiers	Dept	Establishes a set of external organization identifiers for countries, govt and businesses	Currently in use; established October 2012
Unique Identification (UID) Standards for a Net-Centric Department of Defense	Dept	Assigns responsibility for establishment of UIDs for people, internal and external organizations, items, and real property;	Currently in use;
Invoice, Receipt, and Acceptance Standards	Dept	FAR 53.105 ANSI X12 EDI Transactions: 810 (Invoice); 856 (Shipment Notice); 861 (Acceptance Notice); 857 (Shipment & Billing Notice);	Currently in use;
		Logistics	
Defense Logistics Management System (DLMS)	C/L	DLMS governs logistics functional business management standards and practices. It provides standard procedures and data formats to link the various Component organizational elements of the Defense Logistics community including: inventory control points (ICPs), distribution depots, maintenance depots, transportation nodes, and end users in posts, camps, stations, ships, and deployed units. The DLMS addresses the different functional processes of logistics and provides standards to exchange data across the Military Services, Defense Agencies, other Federal Agencies, foreign national governments, international government organizations, and nongovernment participants. www.dla.mil/j-6/dlms/dlibrary/manuals/dlm/dlm_pubs.asp	Currently, most Logistics transactions use DLMS. Full compliance is required by 2019.
Military Standard Requisitioning and Issue Procedures (MILSTRIP)	C/L	Prescribes uniform procedures, data elements and codes, formats, forms, and time standards for the interchange of logistics information relating to requisitioning, supply advice, supply status, materiel issue/receipt, lateral redistribution, and materiel return processes. The provisions apply to the Office of the Secretary of Defense, the Military Departments, the Joint Staff, the Combatant Commands, and Defense Agencies. It also applies, by agreement, to external organizations conducting logistics business operations with DoD	Currently in use. Phase out legacy transaction by 2019 with transition to DLMS.
Military Standard Transaction Reporting and Accountability Procedures (MILSTRAP)	C/L	Prescribes uniform procedures, data elements and codes, formats, forms, and time standards for the interchange of logistics information relating to inventory control for materiel in the supply control/distribution systems of the Department of Defense and participating external organizations.	Currently in use. Phase out legacy transaction by 2019 with transition to DLMS.

Mandatory Enterprise Standards

Standard	Used By (Dept/A/C/L)	Sources / Additional Information	Required Date / Period
		Logistics	
Defense Automatic Addressing System (DAAS)	C/L	Receiving, editing, validating, routing, and delivering logistics transactions for the DoD Components and Participating Agencies. DoD Activity Address Code (DODAAC); FEDSTRIP Activity Address Code (FEDAAC); Military Assistance Program Address Code (MAPAC);	Currently in use;
Item Unique Identification (IUID) Standards for Tangible Personal Property	Dept	Identify and track Government-furnished property through the use of Unique Item Identifiers (UIIs) in transaction-derived data from electronic business transactions. The use of the UII will be enabled by automatic identification and data capture, EDI, and the IUID Registry. ISO 15459;	Currently in use;
MIL-STD 129P, Military Marking for Shipment and Storage (including Item Unique Identification (IUID) Standards for Packaging)	Dept	Provides the minimum requirements and formats for uniform military marking for shipment and storage, to include Issue Release/Receipt Document (IRRD), Military Shipping Labels (MSL) and packaging container barcode labels for the DoD supply chain.” MIL-STD-129P References: ASTM D 3951 - Commercial Packaging MHIA MH10.8.1 - Linear Bar Code and Two-Dimensional Symbols Used in Shipping, Receiving, and Transport Applications MHIA MH10.8.2 - Data Application Identifier Standard MIL-STD-2073-1/2	Currently in use;
Country Code	Dept	ISO 3166 establishes internationally recognized codes for the representation of names of countries, territories or areas of geographical interest, and their subdivisions. ISO 3166 - incorporated in PDS	Currently in use;
MIL-STD 130 - Identification Marking of U.S. Military Property	Dept	Directions on how to mark items sold to DoD, including unique identifier data matrix, materials allowed, text size and fonts, format, syntax and rules for identifying marks on a part. Military Standard 130, Standard Practice for Identification Marking of U. S. Military Property	Currently in use;
Federal Condition Code	L	This is a two-digit code consisting of an alpha Supply Condition Code in the first digit, and a numeric or alpha Disposal Condition Code in the second digit, A combination of the Supply Condition Code and the Disposal Condition Code, which most accurately describes the materiel’s physical condition, constitutes the Federal Condition Code for reutilization program screening and review purposes.	Currently in use;
Hazardous Material	L	Federal standard No. 313 defines hazardous material and establishes requirements for the preparation and submission of Material Safety Data Sheets (MSDS) by contractors who provide hazardous materials to government activities. Federal Standard No. 313 Material Safety Data Sheet, Preparation and Submission. Hazard Communication Standard (29 CFR 1910.1200 et seq)	Currently in use;

Mandatory Enterprise Standards

Standard	Used By (Dept/A/C/L)	Sources / Additional Information	Required Date / Period
Logistics			
Compromising Emanations - Required Protections and Required ID Markings	Dept	National TEMPEST standard (e.g., NACSEM 5100, NACSIM 5100A) or a standard used by other authority;	Currently in use;
Material Management Code (MMC)	L	Alphabetic character assigned by the inventory manager and used to segregate items into manageable groupings or to relate to field activities special reporting and control requirements.	Currently in use;
External Standards			
ANSI X12 or XML	A/C/L	American National Standards Institute (ANSI) standard for Electronic Data Interchange or Extensible Markup Language (XML) as authorized under DoD guidance, e.g. DLMS	Currently in use;
Currency Code	Dept	ISO 4217 - incorporated in PDS	Currently in use;
Zip Code	Dept	A group of five or nine numbers that are added to a postal address to assist the sorting of mail	Currently in use;
English Language	Dept	Predominate language of the U.S.	Currently in use;
Serial Item and Contribution Identifier	Dept	Incorporated in PDS - Defined in ANSI 239.56	Currently in use;
Standard Occupational Codes (SOC)	Dept	The SOC list is used by Federal statistical agencies to classify workers into occupational categories for the purpose of collecting, calculating, or disseminating data. http://www.bls.gov/SOC/	Currently in use;
Architecture & Engineering Profile Codes (SF 330)	Dept		Currently in use;
Stand Financial Information Structure (SFIS)	Dept	The SFIS is a comprehensive data structure that supports requirements for budgeting, financial accounting, cost/performance, and external reporting needs across the Department of Defense (DoD) enterprise.	Currently in use;
Standard Line of Accounting (SLOA)	Dept	SLOA is a SFIS sub-set and applies to all business systems that execute funding from the point of a Purchase Request to the point of Disbursement.	Targeting April 2014
USSGL Transaction Library	Dept	The USSGL Transaction Library details posting logic to be incorporated in to all accounting systems	Currently in use;
DoD IT Standards Registry (DISR)	Dept	The DoD IT Standards Registry (DISR), is an online repository of IT standards formerly captured in the Joint Technical Architecture (JTA), Version 6.0. DISR replaces JTA.	Currently in use;
DoD Information Enterprise Architecture (DoD IEA)	Dept	The DoD IEA is the authoritative capstone architecture that describes priority areas, principles and rules, and activities that guide the evolution of the DoD IE to realize the Joint Information Environment (JIE) vision.	Currently in use;

Mandatory Enterprise Standards

Standard	Used By (Dept/A/C/L)	Sources / Additional Information	Required Date / Period
		External Standards	
Cyber Security requirements	Dept	FISMA, PKI, IPv6, HBSS	Currently in use;
Information Management requirements	Dept	PII, Records Management	Currently in use;
FFMIA	Dept	Federal Financial Management Improvement Act requires all Chief Financial Officer (CFO) Act agencies to implement financial management systems that comply with three essential requirements: Federal financial management systems requirements, Federal accounting standards, and U.S. Standard General Ledger at the transaction level. The law further requires that the Head of the agency annually assess and the agency auditor report whether the agency's financial management systems comply with the law's essential requirements.	Currently in use;
FISCAM	Dept	FISCAM presents a methodology for performing information system (IS) control audits of federal and other governmental entities in accordance with professional standards.	Currently in use;
Smart Card Technology	Dept		Currently in use;
Environmental Assessment of Personal Computer Products	Dept	IEEE 1680 Standard for the Environmental Assessment of Personal Computer Products	Currently in use;
Personal Identity Verification	Dept	Federal Information Processing Standards Publication (FIPS PUB) Number 201, "Personal Identity Verification of Federal Employees and Contractors Office of Management and Budget (OMB) Guidance M-05-24, dated August 5, 2005, "Implementation of Homeland Security Presidential Directive (HSPD) 12-Policy for a Common Identification Standard for Federal Employees and Contractors."	Currently in use; CAC DMDC Identity Services
Management and control of transfers of technology, articles, and services consistent with U.S. foreign policy and national security objectives	Dept	DoD Directive 5105.72, Defense Technology Security Administration (DTSA); DoD Publication 5200.1-M, Acquisition Systems Protection Program; DoD Instruction 5200.39, Critical Program Information (CPI) Protection Within the Department of Defense; DoD Publication 5220.22-M, National Industrial Security Program Operating Manual (NISPOM);	Currently in use;
Security and Privacy for Computer Systems	Dept	National Security Telecommunications and Information Systems Security Policy No. 11; Federal Information Processing Standards; DoD Directive 8500.1, Information Assurance; DoD Instruction 8500.2, Information Assurance Implementation;	Currently in use;

Appendix B

Mandatory Enterprise Systems

Mandatory Enterprise Systems

Mandatory Federal-wide Solutions (DITPR # if available)	Description/Capability/Operational Activity	Compliance	Target Enterprise Solutions	Required Date / Period		
Acquisition/ Contracting						
Central Contractor Registration (CCR) (410)	CCR is the master data source for identity and financial data about contractors and grantees. (Award Procurement Instrument)	>99%	System for Award Mgmt (SAM)	Entity Mgmt Module (IOC July 2012)	Currently in use; Now a module of SAM;	
On-line Representations and Certifications Application (ORCA) (5984)	ORCA collects contract representations and certifications data from government contractors used in awarding contracts. (Award Procurement Instrument)			Mandatory Use / Interface	Currently in use; Now a module of SAM;	
Federal Agency Registration (FedReg) (1638)	Manage government entity identification. (Award Procurement Instrument)				Currently in use; Now a module of SAM;	
Electronic Subcontracting Reporting System (eSRS) (1647)	eSRS collects subcontracting plan socio-economic data from contractors. (Administer Procurement Instrument)			Award Mgmt Module	eSRS currently in use;	
FFATA Subaward Reporting System (FSRS)	FSRS collects federal subaward data from government prime contractors and prime grants/assistance awardees. (Administer Procurement Instrument)				FSRS currently in use;	
Federal Business Opportunities (FBO) (1648)	Post solicitation and award data in a single face to industry. (Award Procurement Instrument)	>99%			FBO currently in use;	
Federal Procurement Data System (FPDS) (1649)	Collect and maintain government-wide contract award data. (Award Procurement Instrument)	>99%			FPDS currently in use;	
Wage Determinations Online (WDOL) (1651)	Access Department of Labor Wage Determinations. (Award Procurement Instrument)	>99%			Wage Data Module	WDOL currently in use;
Excluded Parties List System (EPLS) (1646)	Manage list of parties excluded from federal awards. (Award Procurement Instrument)	>99%			Performance Information	Currently in use; Now a module of SAM;
PPIRS (776) / CPARS (413) / FAPIIS	Collect, Manage and Retrieve Past Performance and Responsibility Information.	Quarterly DoD Scorecard			Performance Information	PPIRS/CPARS/FAPIIS currently in use;
Catalog for Federal Domestic Assistance (CFDA)	Create / maintain assistance program catalog	>99%		Assistance Program Catalog Module	CFDA currently in use;	

Mandatory Enterprise Systems

Mandatory Federal-wide Solutions (DITPR # if available)	Description/Capability/Operational Activity	Compliance	Target Enterprise Solutions	Required Date / Period	
Acquisition/ Contracting					
Grants.gov	Post grants opportunities and receive applications in a single face to public			Currently in use;	
USASpending.gov	Provides a public view to federal prime contracts, grants/assistance, loans, subcontracts, and subgrant awards	>99%		Currently in use;	
Small Business Dashboard	Provides a public view to federal agency achievements against small business goals			Currently in use;	
IT Dashboard	Provides a dashboard view to federal agency major IT system program data			Currently in use;	
Recovery.gov	Provides a public view to federal government expenditures of Recovery Act funds			Currently in use;	
FederalReporting.gov	Collects contractor and grant awardee data regarding expenditures and job creation related to receipt of Recovery Act funds	>99%		Currently in use;	
Do Not Pay List	Provides a view to several sources of data related to contractor, grantee, benefit recipient exclusion, responsibility and other data			Currently in use;	
Wide Area Workflow (WAWF) (432)	Single face to industry to receiving reports and invoices; Miscellaneous Pay; Property transfers of GFP to industry. (Perform Receipt & Acceptance)	>75% Invoices	WAWF	Single sign on 3/13 (include EDA/CORT); Quick Compliance Tool Suite (QCTS) integration in FY13	
Electronic Document Access (EDA) (418)	Master repository for unclassified DoD contracts, Government Bills of Lading, Vouchers. (Administer	84% across DoD			Currently in use;
Contracting Officer Representative Register and Instrument Tracking Tool (CORT)	Registers and tracks COR nominations and qualifications. (Administer Procurement Instrument)				Currently in use;

Mandatory Enterprise Systems

Mandatory DoD-wide Solutions (DITPR #: if available)	Description	Compliance	Target Enterprise Solutions	Required Date / Period
Acquisition/ Contracting				
Standard Transaction Broker (Global EXchange (GEX) -like)	Standards and exchange hub for logistics, finance and contracts; IV&V standards hub for contracts (Award Procurement Instrument)			Currently in use;
Defense Acquisition Management Information Retrieval (DAMIR)	DAMIR is a DoD initiative that provides enterprise visibility to Acquisition program information. DAMIR identifies various data sources that the Acquisition community uses to manage Major Defense Acquisition Programs (MDAP) and Major Automated Information Systems (MAIS) programs and provides a unified web-based interface through which to present that information.			Currently in use;
Earned Value Management Central Repository (EVM-CR)	The EVM Central Repository (EVM-CR) is a joint effort between DCARC and OUSD/AT&L to provide centralized reporting, collection, and distribution for Key Acquisition EVM data for OSD, the Services, and the DoD Components. EVM-CR houses Contract Performance Reports (CPRs), Contract Funds Status Report (CFSR), and the Integrated Master Schedules (IMS) submitted by contractors (and reviewed and approved by PMOs) for ACAT 1C & 1D (MDAP) and ACAT 1A (MAIS) programs.			Currently in use;
Mechanization of Contract Administration Service (MOCAS)	Contract management and entitlement system for complex contracts. (Administer Procurement Instrument)			Currently in use;
Lost Theft Damaged and Destroyed (LTDD) Defense Contract Management Agency (DCMA) eTools software	Single face to industry for reporting lost, damaged or destroyed GFP. (Administer Procurement Instrument)			Currently in use;
Plant Clearance and Reutilization and Screening System (PCARSS)	Single face to industry for plant clearance of GFP. (Administer Procurement Instrument)			Currently in use;

Mandatory Enterprise Systems

Acquisition/ Contracting					
Past Performance Information Retrieval System Statistical Reporting (PPIRS-SR) (776)	Red, Yellow, Green indicators. (Award Procurement Instrument)				Currently in use;
Clause Logic Service (15874)	DoD enterprise clause logic service for contract writing. (Award Procurement Instrument)		Beta - IOC August 2012 Mandatory Use/ Interface FOC 2015		Requesting Component Implementation Plans;
Purchase Card Data Mining/Risk Assessment (DM/RA) (11330)	DoD enterprise capability for detecting misuse and fraud on purchase card transactions (PCOLS) (14289)	AF and ODAs fully deployed; Army target deployment 2014; Navy will continue using PAT tool pending	FOC 2015		Currently in use;
Authorization and Issuance (AIM)	DoD enterprise capability for uniquely managing purchase card authentication and issuance (PCOLS) (14289)	AF and ODAs fully deployed; Army target deployment 2014;			Currently in use;
Joint Contracting Contingency System (JCCS) (8868)	Contingency Platform for AGATRS agreements; Vendor Vetting in CENTCOM; Theater Business Clearance; 3 in 1 cash management. (Award Procurement Instrument)		TBC IOC in July 12		Currently in use;
cASM (11975)	Contingency Acquisition Support Module (Create Purchase Requisition)				Currently in use;
Standard Procurement System (SPS) (431)	Contract writing System. (Award Procurement Instrument)	Deployed to 26K contract specialists across the military services and DoD agencies			Planned sunset in Q4FY17;
Product Data Reporting Evaluation System (PDREP) (1547)	Warranty retrieval capability. (Administer Procurement Instrument)				Currently in use;
NCAGE/CAGE	(Award Procurement Instrument)				Currently in use;
Contract Business Analysis Repository (CBAR)	CBAR provides a central location for DoD Procuring Contracting Officers to access Contractor indirect expense rates and other negotiation information to help DoD receive the best price for the products and services they procure.	20% of targeted user base			Currently in use;

Mandatory Enterprise Systems

Mandatory DoD-wide Solutions (DITPR #, if available)	Description	Compliance	Target Enterprise Solutions		Required Date / Period
Logistics					
DODAAD/DAAS	Procurement Number UIDs; Vendor access to supply; Requirement/Funding/Pay Organizations IDs. (Award Procurement Instrument)		ECPs in work	Requirement /Funding /Pay Org IDs being defined	Currently in use;
Item Unique ID (IUID) Registry (8242)	Master data repository for GFP in hands of contractors; master data for valuation for IUID'd items. When contractors are performing private security functions, all Government Furnished Weapons military vehicles and must be registered in the IUID Registry. (Administer Procurement Instrument)				Currently in use;
Synchronized Predeployment and Operational Tracker (SPOT) (6501)	Before deployment, contractor responsible for entering and maintaining data for all Contractor personnel that are authorized to accompany U.S. Armed Forces deployed outside the United States				Currently in use;
EMALL (416)	Electronic catalog. (Award Procurement Instrument)				Currently in use;
Defense Personal Property System (DPS)	DoD personal property moves including household goods, unaccompanied baggage, and storage.				Currently in use;
Syncada	Commercial transportation third party payment system for most commercial transportation payments.				Currently in use;
External					
Trusted Associate Sponsorship System (TASS)	CVS is a catalyst for streamlining the in-processing of contractor and other approved personnel by providing a tool to reduce the time it takes to verify, certify and approve contractor information. Formerly known as Contractor Verification System (CVS).				Currently in use;
Disaster Response Registry	A module within CCR that indicates contractors who are willing to perform debris removal, distribution of supplies, reconstruction, and other disaster or emergency relief activities				Currently in use;

Mandatory Enterprise Systems

Mandatory DoD-wide Solutions (DITPR #, if available)	Description	Compliance	Target Enterprise Solutions	Required Date/ Period
External				
Department of Defense Acquisition Streamlining and Standardization Information System (ASSIST)	To obtain unclassified copies of specifications and standards			Currently in use;
HUBZone small business database search application	For Contractor confirmation that a subcontractor representing itself as a HUBZone small business concern is certified by SBA as a HUBZone small business concern			Currently in use;
e-Verify	Verification of employment eligibility of all new hires of the Contractor, who are working in the United States; verification of all workers assigned to the contract			Currently in use;
Harmonized Tariff Schedule of the United States (HTSUS)	For Contractor use in determining duty free status			Currently in use;
EPA-designated items	List of products containing recovered materials that are EPA-designated items			Currently in use;
USDA-designated Items	List of Biobased Products designated by USDA			Currently in use;
Specially Designated Nationals List (SDN)	Entities and individuals subject to economic sanctions. A list of individuals and companies owned or controlled by, or acting for or on behalf of, targeted countries. It also lists individuals, groups, and entities, such as terrorists and narcotics traffickers designated under programs that are not country-specific			Currently in use;
List of U.S. citizens registered with the U.S. Embassy or Consulate with jurisdiction over the area of operations	Before departing the U.S., contractor required to verify employee is registered.			Currently in use;
Major Helium Suppliers	Database of major helium suppliers the Contractor must purchase helium from			Currently in use;

Mandatory Enterprise Systems

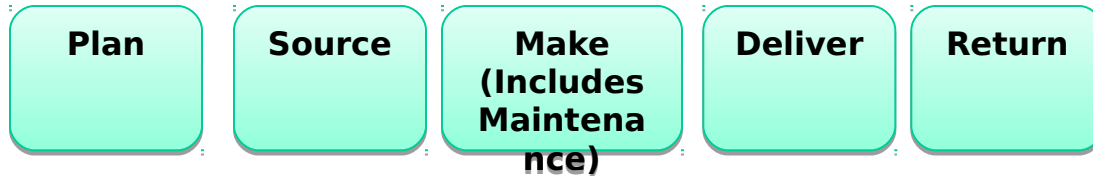
Mandatory DoD-wide Solutions (DITPR #, if available)	Description	Compliance	Target Enterprise Solutions	Required Date / Period	
External					
National Preaward Registry	Applicable to Contracts and Subcontracts. Database containing a list of Contractors that have been found to be "In Compliance" with the Equal Employment Opportunity (EEO) regulation.				Currently in use;
Interest Rate Certification	Interest Rates for calculation of profit in the Weighted Guidelines				Currently in use;
Contractor's IR&D Cost Reporting	For IR&D projects generating IR&D costs the Contractor must report to the Defense Technical Information Center (DTIC) using the DTIC's on-line input form and instructions				Currently in use;

Appendix C

**Logistics Capabilities and Operational Activities
added to BEA 10.0**

DoD Logistics Capabilities

CORE FUNCTIONAL BUSINESS CAPABILITIES



Capability	Definition
Plan	The Plan processes describe the planning activities associated with operating a supply chain. This includes gathering customer requirements, collecting information on available resources, and balancing requirements and resources to determine planned capabilities and resource gaps. This is followed by identifying the actions required to correct any gaps.
Source	The Source processes describe the ordering (or scheduling) and receipt of goods and services. The Source process includes issuing purchase orders, inventory accountability, scheduling deliveries, receiving, and shipment validation and storage.
Make (Includes Maintenance)	The Make processes describe the activities associated with the conversion of materials or creation of the content for services. It focuses on conversion of materials rather than production or manufacturing because Make represents all types of material conversions: assembly, chemical processing, maintenance, repair, overhaul, recycling, refurbishment, remanufacturing, and other material conversion processes.
Deliver	The Deliver processes describe the activities associated with the creation, maintenance, and fulfillment of customer orders. It includes the receipt, validation, and creation of customer orders; scheduling order delivery; and pick, pack, and shipment.
Return	The Return processes describe the activities associated with the reverse flow of goods back from the customer. The Return process includes the identification of the need for a return, scheduling of the return, the shipment and receipt of the returned goods, the disposition decision making, the screening of customers for disposed material, and the demil and scrap disposition actions. (Repair, recycling, refurbishment, and remanufacturing processes are not described using Return process elements. See Make.)

DoD Logistics PLAN Level 1 & 2 Activities

Level 1

P1: Plan Supply Chain

P2: Plan Source

P3: Plan Make

P4: Plan Deliver

P5: Plan Return

P6: Plan Maintenance

EP: Enable Plan

Level 2

P1.1 Identify, Prioritize, and Aggregate Supply Chain Requirements

P2.1 Identify, Prioritize, and Aggregate Product Requirements

P3.1 Identify, Prioritize and Aggregate Production Requirements
P3.2 Identify,

P4.1 Identify, Prioritize and Aggregate Delivery Requirements

P5.1 Assess and Aggregate Return Requirements

P6.1 Identify, Prioritize and Aggregate Maintenance Requirements

EP.1 Manage Business Rules for Plan Processes

P1.2 Identify, Prioritize, and Aggregate Supply Chain Resources

P2.2 Identify, Assess and Aggregate Product Resources

Assess and Aggregate Production Resources
P3.3 Balance Production Resources with Production Requirements

P4.2 Identify, Assess and Aggregate Delivery Resources

P5.2 Identify, Assess, and Aggregate Return Resources

P6.2 Identify, Assess and Aggregate Maintenance Resources

EP.2 Manage Performance of Supply Chain

P1.3 Balance Supply Chain Resources with SC Requirements

P2.3 Balance Product Resources with Product Requirements

Resources with Production Requirements

P4.3 Balance Delivery Resources and Capabilities with Delivery Requirements

P5.3 Balance Return Resources with Return Requirements

P6.3 Balance Production Resources with Maintenance Requirements

EP.3 Manage Plan Data Collection

P1.4 Establish and Communicate Supply Chain Plans

P2.4 Establish Sourcing Plans

P3.4 Establish Production Plans

P4.4 Establish Delivery Plans

P5.4 Establish and Communicate Return Plans

P6.4 Establish Maintenance Plans

EP.4 Manage Integrated Supply Chain Inventory

EP.5 Manage Integrated Supply Chain Capital Assets




EP.6 Manage Integrated Supply Chain Transportation

EP.7 Manage Planning Configuration

EP.8 Manage Plan Regulatory Requirements and Compliance

EP.9 Manage Supply Chain Plan Risk

EP.10 Align Supply Chain Unit Plan with Financial Plan

	Common Activity
	Shared Activity
	DoD Addition to basic SCOR Model

DoD Logistics SOURCE Level 1 & 2 Activities

Level 1

S1: Source Stocked Product (Acq)

S2: Source Make-to-Order Product (Acq)

S3: Source Engineer-to-Order Product

ES: Enable Source

Level 2

S1.1 Schedule Product Deliveries

S2.1 Schedule Product Deliveries

S3.1 Identify Sources of Supply

ES.1: Manage Sourcing Business Rules

S1.2 Receive Product

S2.2 Process Element: Receive Product

S3.2 Select Final Supplier (s) and Negotiate

ES.2: Assess Supplier Performance

S1.3 Verify Product

S2.3 Verify Product

S3.3 Schedule Product Deliveries

ES.3: Maintain Source Data

S1.4 Transfer Product

S2.4 Transfer Product

S3.4 Receive Product

ES.4: Manage Product Inventory

S1.5 Authorize Supplier Payment (Acq)

S2.5 Authorize Supplier Payment (Acq)

S3.5 Verify Product

ES.5: Manage Capital Assets

S3.6 Transfer Product

ES.6: Manage Incoming Product

S3.7 Authorize Supplier Payment (Acq)

ES.7: Manage Supplier Network

ES.8: Manage Import/Export Requirements (Acq)

ES.9: Manage Supply Chain Source Risk

ES.10: Manage Supplier Agreements



Common Activity



Shared Activity



DoD Addition to basic SCOR Model

DoD **Logistics MAKE** (Includes Maintenance) Level 1 & 2 Activities

			Level 1			
M1: Make-to-Stock	M2: Make-to-Order	M3: Engineer-to-Order	M4: Perform Depot Maintenance	M5: Perform Field Maintenance	EM: Enable Make	
			Level 2			
M1.1 Schedule Production Activities	M2.1 Schedule Production Activities	M3.1 Finalize Production Engineering	M4.1 Perform Inspect	M5.1 Perform Inspect	EM.1 Manage Production Rules	EM.10 Manage Maintenance Rules
M1.2 Issue Material	M2.2 Issue Sourced/ In-Process Product	M3.2 Schedule Production Activities	M4.2 Perform Test	M5.2 Perform Test	EM.2 Manage Production Performance	EM.11 Manage Maintenance Performance
M1.3 Produce and Test	M2.3 Produce and Test	M3.3 Issue Sourced/ In-Process Product	M4.3 Perform Service	M5.3 Perform Service	EM.3 Manage Make Information	EM.12 Manage Maintenance Information
M1.4 Package	M2.4 Package	M3.4 Produce and Test	M4.4 Perform Repair	M5.4 Perform Repair	EM.4 Manage In-Process Products (WIP)	EM.13 Manage Maintenance Equipment and Facilities (Maintenance, Repair & Overhaul)
M1.5 Stage Product	M2.5 Stage Finished Product	M3.5 Package	M4.5 Perform Rebuild	M5.5 Perform Rebuild	EM.5 Manage Make Equipment and Facilities (I&E)	
M1.6 Release Product to Deliver	M2.6 Release Finished Product to Deliver	M3.6 Stage Finished Product	M4.6 Perform Calibrate	M5.6 Perform Calibrate	EM.6 Manage Transportation (WIP)	
M1.7 Waste Disposal	M2.7 Waste Disposal	M3.7 Release Product to Deliver	M4.7 Perform Modernize	M5.7 Perform Modernize	EM.7 Manage Production Network	
M1.8 Produce and Manage Data Package		M3.8 Waste Disposal			EM.8 Manage Make Regulatory Environment (I&E)	
					EM.9 Manage Supply Chain Make Risk	

Shared Activity
 Common Activity
 DoD Addition to basic SCOR Model

DoD Logistics DELIVER Level 1 & 2 Activities

Level 1

D1: Deliver Stocked Product

D2: Deliver Make-to-Stock Product

D3: Deliver Engineer-to-Order Product

Level 2

D1.1 Process Inquiry and Quote (Acq)

D1.11 Load Vehicle & Generate Shipping Docs

D2.1 Process Inquiry and Quote (Acq)

D2.11 Load Product & Generate Shipping Docs

D3.1 Obtain & Respond to RFP/RFQ (Acq)

D3.11 Load Product & Generate Shipping Docs

D1.2 Receive, Enter and Validate Order

D1.12 Ship Product

D2.2 Receive, Configure, Enter and Validate Order

D2.12 Ship Product

D3.2 Negotiate and Receive Contract (Acq)

D3.12 Ship Product

D1.3 Reserve Inventory and Determine Delivery Date

D1.13 Receive and Verify Product by Customer

D2.3 Reserve Inventory and Determine Delivery Date

D2.13 Receive and Verify Product by Customer

D3.3 Enter Order, Commit Resources & Launch Program (Acq)

D3.13 Receive and Verify Product by Customer

D1.4 Consolidate Orders

D1.14 Install Product

D2.4 Consolidate Orders

D2.14 Install Product

D3.4 Schedule Installation

D3.14 Install Product

D1.5 Build Loads

D1.15 Invoice (FIN)

D2.5 Build Loads

D2.15 Invoice (FIN)

D3.5 Build Loads

D3.15 Invoice (FIN)

D1.6 Route Shipments

D2.6 Route Shipments

D3.6 Route Shipments

D1.7 Select Carriers and Rate Shipments (Acq)

D2.7 Select Carriers and Rate Shipments (Acq)

D3.7 Select Carriers and Rate Shipments (Acq)

D1.8 Receive Product from Source or Make

D2.8 Receive Product from Source or Make

D3.8 Receive Product from Source or Make

D1.9 Pick Product

D2.9 Pick Product

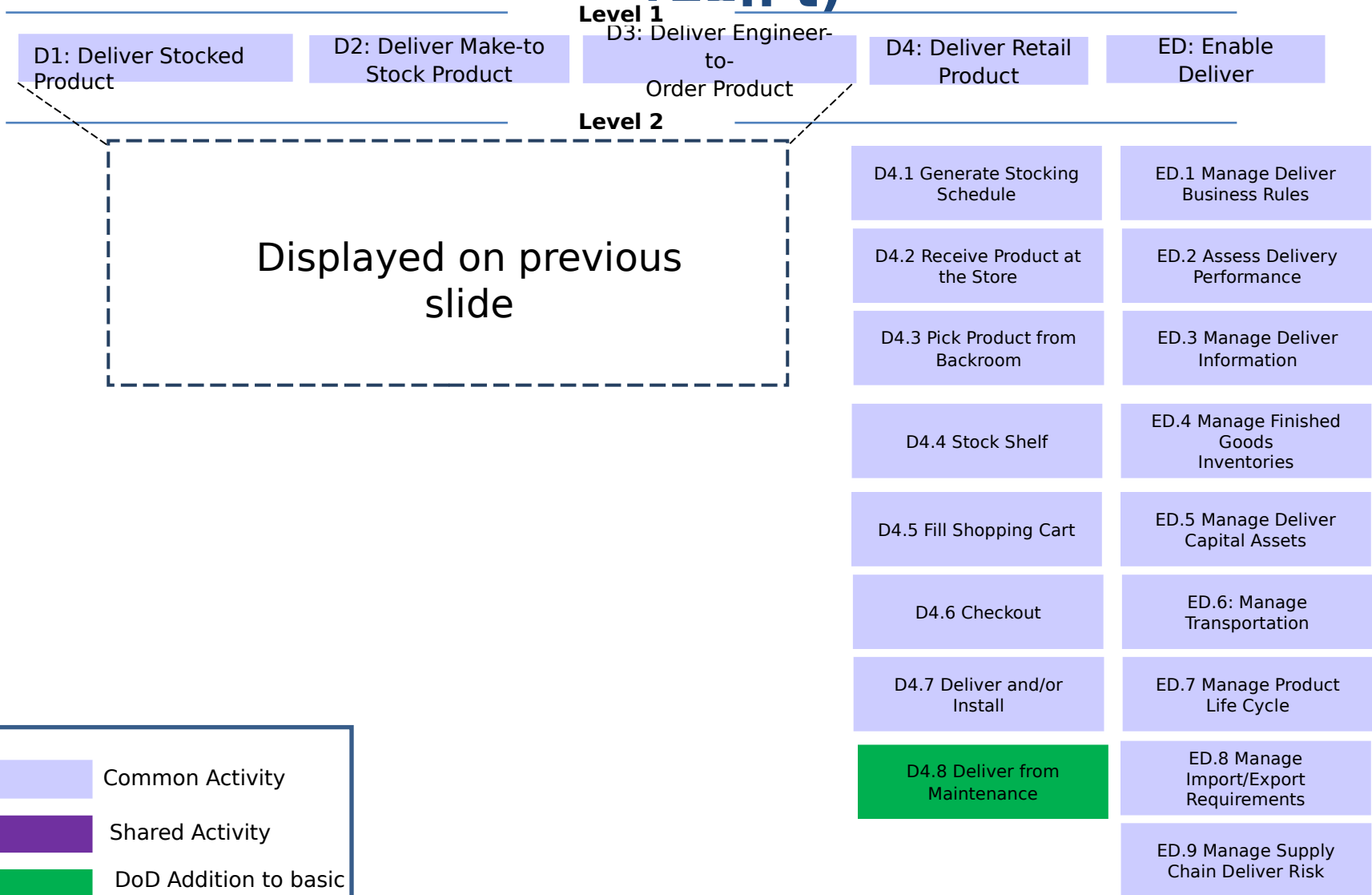
D3.9 Pick Product

D1.10 Pack Product

D2.10 Pack Product

D3.10 Pack Product

DoD Logistics DELIVER Level 1 & 2 Activities (Con't)



DoD Logistics RETURN Level 1 & 2 Activities

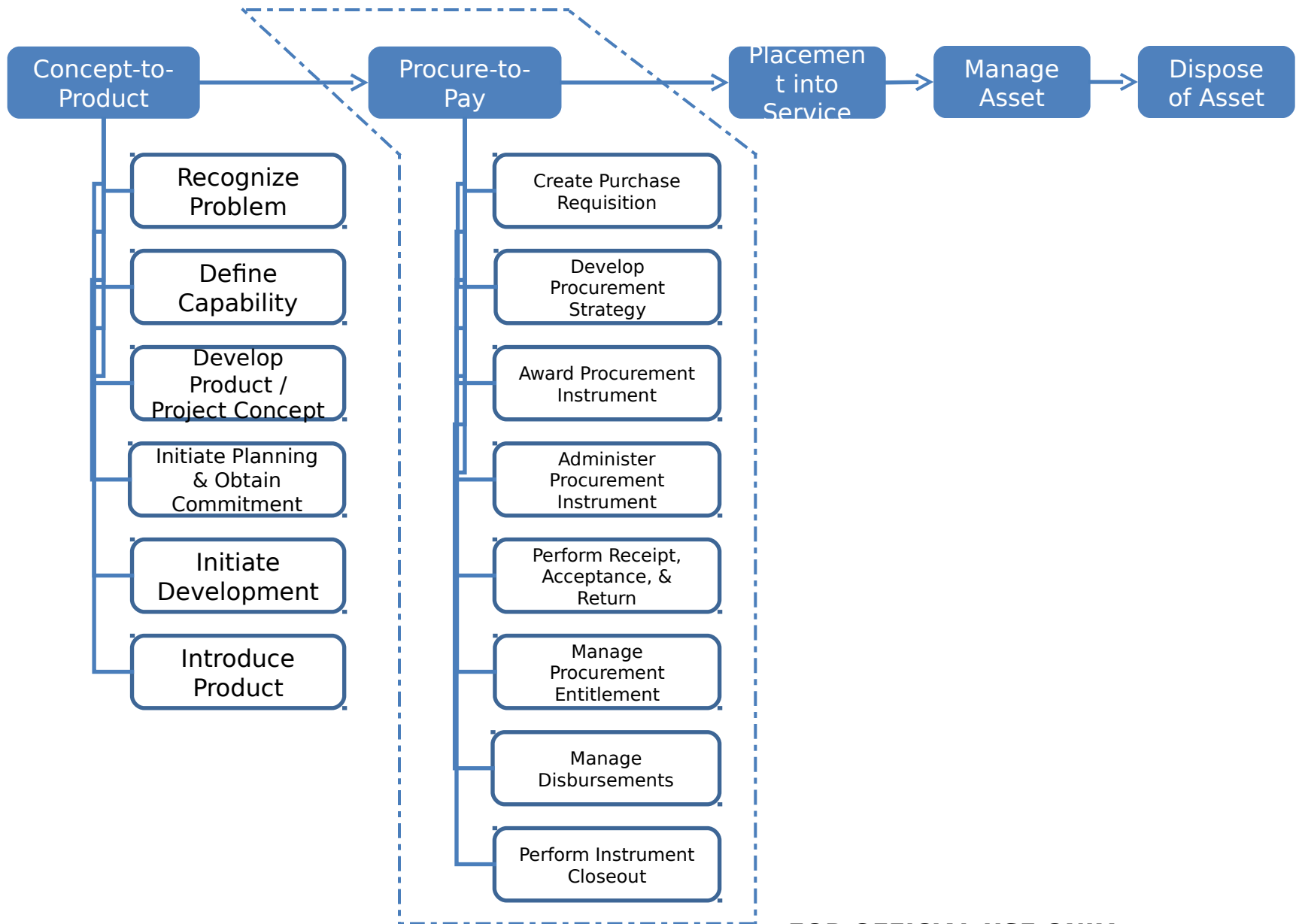
SR1: Source Return Defective Product	Level 1			Level 2		
	DR1: Deliver Return Defective Product	SR2: Source Return MRO Product	DR2: Deliver Return MRO Product	SR3: Source Return Excess Product	DR3: Deliver Return Excess Product	ER: Enable Return
SR1.1 Identify Defective Product Condition	DR1.1 Authorize Defective Product Return	SR2.1 Identify MRO Product Condition	DR2.1 Authorize MRO Product Return	SR3.1 Identify Excess Product Condition	DR3.1 Authorize Excess Product Return	ER.1 Manage Business Rules for Return Processes
SR1.2 Disposition Defective Product	DR1.2 Schedule Defective Return Receipt	SR2.2 Disposition MRO Product	DR2.2 Schedule MRO Return Receipt	SR3.2 Disposition Excess Product	DR3.2 Schedule Excess Return Receipt	ER.2 Manage Performance of Return Processes
SR1.3 Request Defective Product Return Authorization	DR1.3 Receive Defective Product (includes verify)	SR2.3 Request MRO Return Authorization	DR2.3 Receive MRO Product	SR3.3 Request Excess Product Return Authorization	DR3.3 Receive Excess Product	ER.3 Manage Return Data Collection
SR1.4 Schedule Defective Product Shipment	DR1.4 Transfer Defective Product	SR2.4 Schedule MRO Shipment	DR2.4 Transfer MRO Product	SR3.4 Schedule Excess Product Shipment	DR3.4 Transfer Excess Product	ER.4 Manage Return Inventory
SR1.5 Return Defective Product	DR1.5 Schedule & Execute Disposal (Reuse/Transfer/Donate/demil/scrap/public sale)	SR2.5 Return MRO Product		SR3.5 Return Excess Product		ER.5 Manage Return Capital Assets
						ER.6 Manage Return Transportation
						ER.7 Manage Return Network Configuration
						ER.8 Manage Return Regulatory Requirements and Compliance
						ER.9 Manage Supply Chain Return Risk

- Common Activity
- Shared Activity
- DoD Addition to basic SCOR Model

Appendix D

(Acquisition/Procurement Operational Activities)

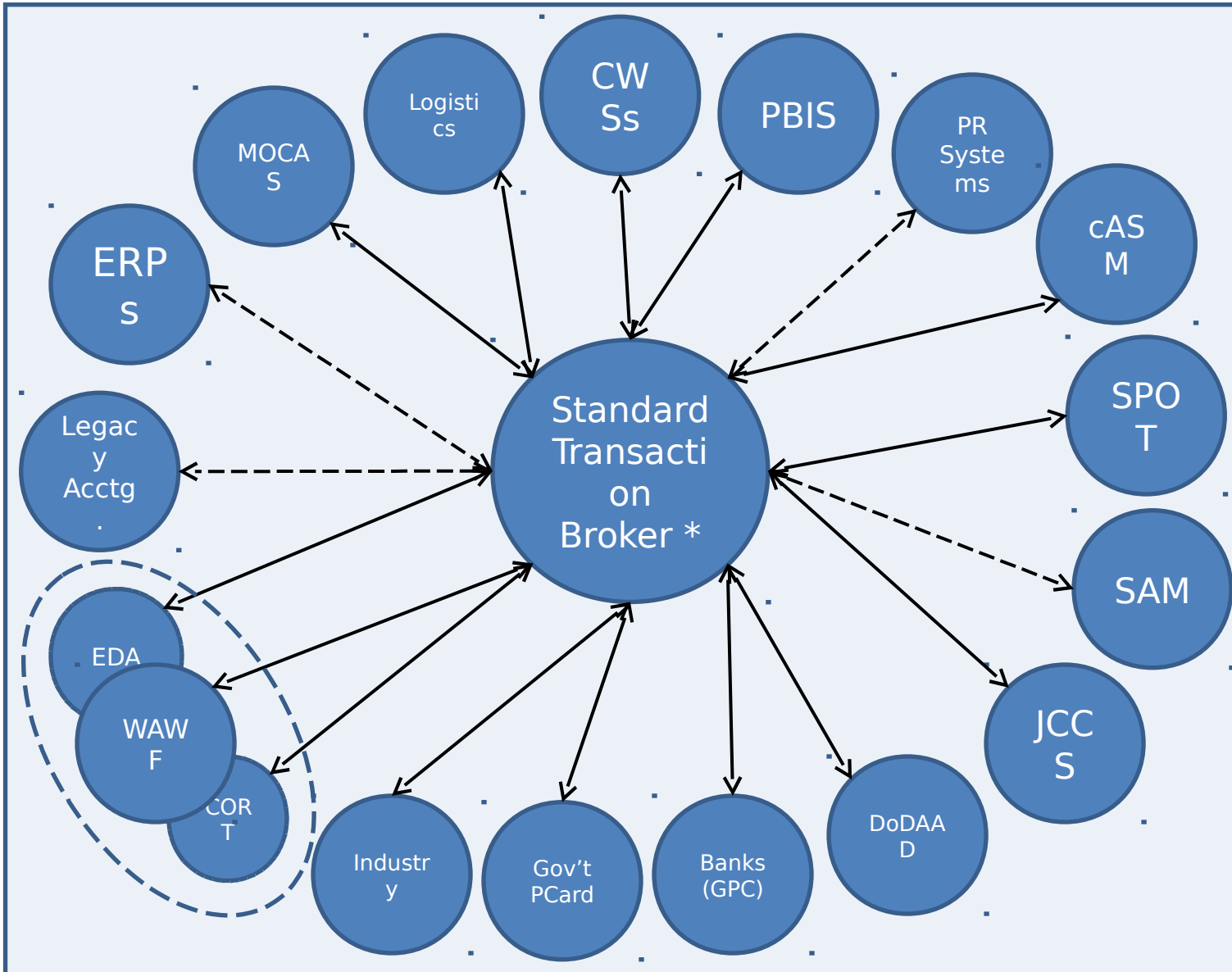
Acquire-to-Retire End-to-End




Maturity Levels of P2P Architecture

	P2P Level of Maturity
FAR-based Contracting	Mature (BEA 9.0)
FAR-based Contracting (remaining gaps)	
Reconcile level 2 detail for Create Purchase Requisition including PRDS & changes to PDS.	* Incorporated into BEA 10.0 - Pending Publication.
Decompose level2 for administer GFP and incorporate DLMS transactions (856S, RRR).	* Incorporated into BEA 10.0 - Pending Publication.
Review Procurement Entitlement and Entitlement in other E2Es for standardization.	Tabled for further DCMO direction based on BEA methodologies;
Review Real Property Acceptance and regulatory coverage.	RPA to disclose regulatory coverage of real estate; FAR does not include special provisions for real estate;
Review Real Property Payment Process for BPR.	
MIPRs / Intergovernmental Transfers	Data requirements are standardized and well documented; Process is not standardized or fully automated; To be incorporated in BEA 11.0;
Purchase Card Transactions (including convenience checks & SF-44)	* Incorporated into BEA 10.0 - Pending Publication.
Miscellaneous Pay (except travel and training)	Slightly Mature (Inserting Guidebook into BEA 11.0 LRP repository)
Non FAR-based Contracting (Other Transactions for Prototypes, Non-appropriated funds)	Immature - Anticipated to be incorporated in BEA 11.0;
Grants/Cooperative Agreements/Other Assistance	Immature - Anticipated to be incorporated in BEA 11.0;
Miscellaneous Pay (travel and training)	Immature - Anticipated to be incorporated in BEA 11.0;

Enterprise Standard Transaction Broker



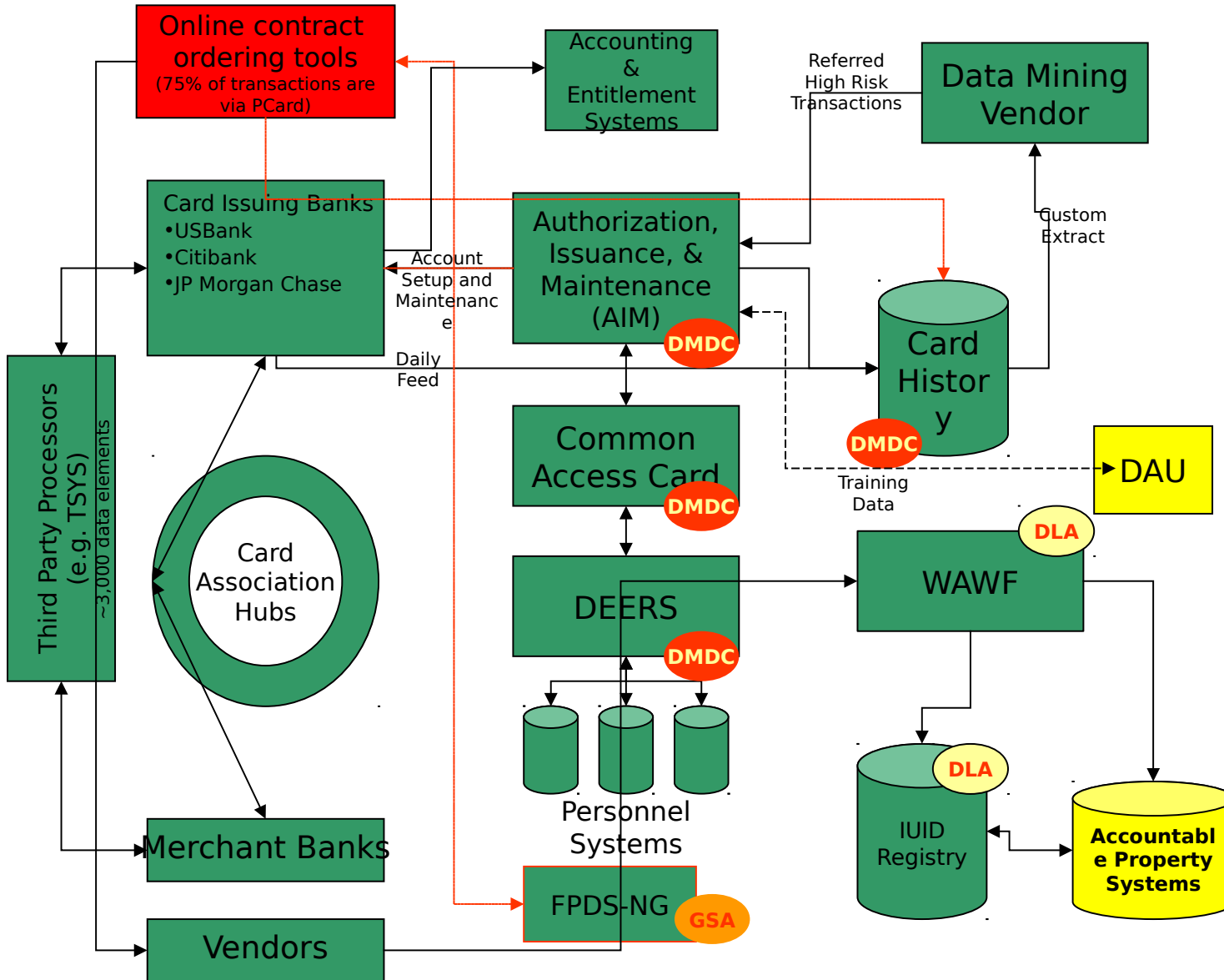
- Delivery of transactions to multiple consumers
- Single Interfaces
- Promotes re-use of data & standardization
- Lower Costs
- Easily Re-Mapped
- Data Validation Done at GEX
- Based on Standard Data (SLOA, PDS, PRDS)
- Financial Transactions
- Enterprise
- Connect with Standards

 In-process of consolidating into WAWF

* Currently the Global EXchange (GEX)

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Purchase Card Logical Architecture

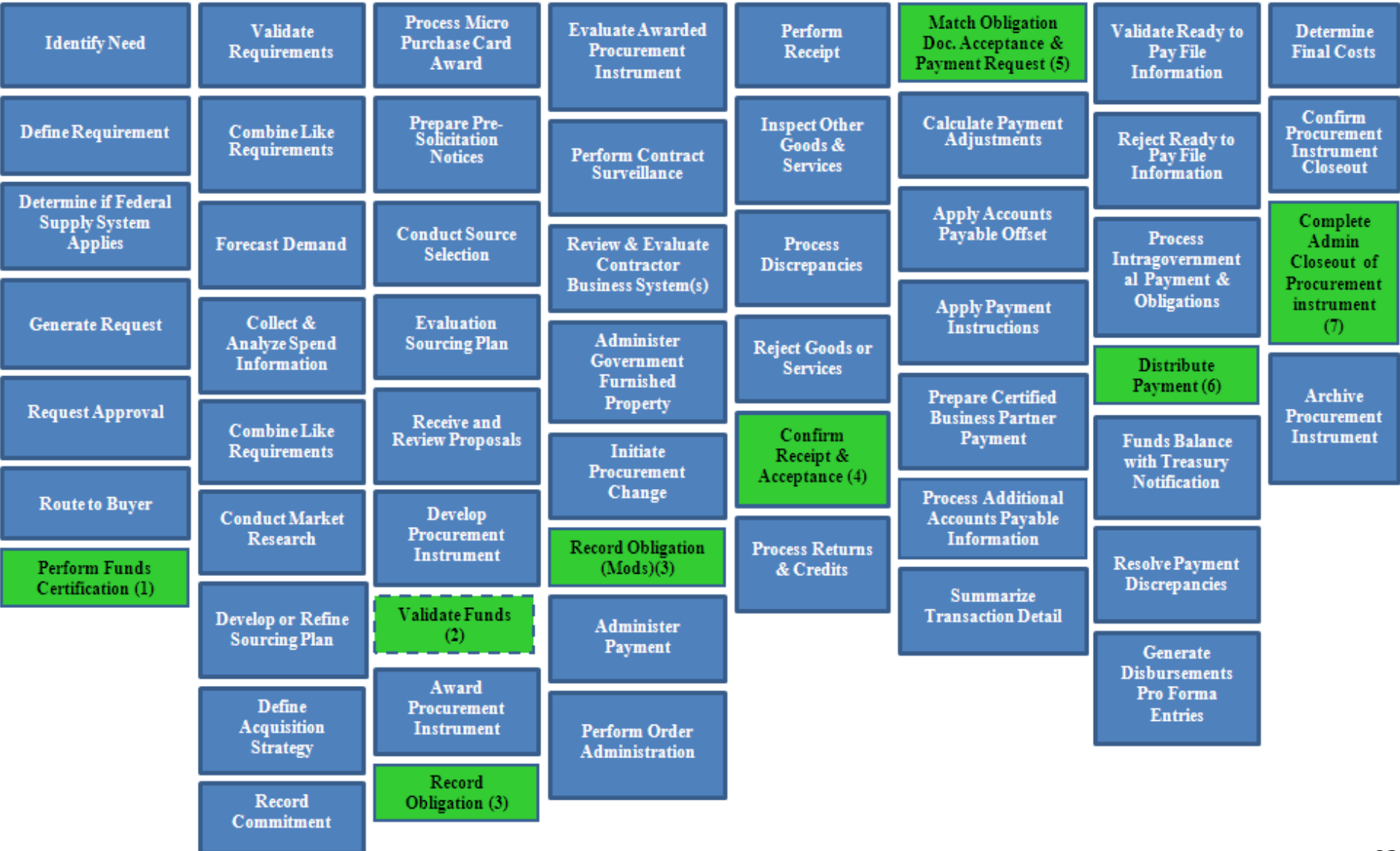


GPC Data Standardization Roadmap

- 2003 - Established Special Focus Group;
- 2005-2007 - Established Internal Controls for GPC;
- 2005 - Published Guidebook;
- 2008 - PCOLS Initial Operating Capability (IOC);
- 2008 - Established SmartPay Standards;
- 2009-2010 - WAWF configured for receipt/acceptance of GPC transactions;
- 2010 - Established Data Management Plan;
- 2012 - Published revision to Data Management Plan;
- 2014 - Army FOC;

Procure-to-Pay 9.0 E2E

HANDSHAKES



Relationships Among Selected Standards & Forms

